

STAFF JUDGE ADVOCATE

1. Mission Statement. Enhances morale and discipline: advises wing and subordinate commanders on military justice, disciplinary actions, and adverse administrative law matters; prosecutes courts-martial, conducts Article 32 investigations and administrative board proceedings; provides legal assistance related to military readiness; and ensures unit legal readiness to deploy in support of operational tasking. Protects Air Force resources and decision-making prerogatives: investigates, adjudicates, and provides litigation support for all claims in favor of and against the Air Force; provides advice and represents the Air Force in all civil law matters, to include environmental, labor, contracting, and utility matters and litigation before host nation, federal, state and local authorities.

2. Responsibility Statement. The Staff Judge Advocate, within the wing staff, is responsible for the following activities:

2.1. Military Justice. Oversees the investigation of and response to criminal conduct on and off base; researches legal issues; monitors urinalysis drug testing; trains and advises commanders and investigative agencies; counsels command on disposition of offenses; processes nonjudicial punishments; prepares, prosecutes, records, and transcribes courts-martial; and performs collateral administrative and record-keeping functions.

2.2. Claims. Investigates, receives, and adjudicates claims filed against the Air Force and asserts claims on behalf of the Air Force under programs of compensation and recovery authorized by Congress. Provides litigation support to the Department of Justice, primarily in defending lawsuits against the United States which have Air Force involvement.

2.3. Civil Law. Processes administrative discharges and adverse actions; provides advice and counsel on a wide variety of civil law issues; provides advice and monitors standards of conduct program; responds to and provides advice on civil law contingencies; conducts administrative boards; monitors and handles civilian and dependent misconduct actions; provides advice on Freedom of Information Act (FOIA) and Privacy Act issues; provides advice on Morale, Welfare, and Recreation Nonappropriated Fund Instrumentality (NAFI) issues; interfaces with civilian agencies; conducts preventive law programs; and provides legal assistance for active duty members and their dependents relating to military readiness.

2.4. Labor Law. Provides advice on adverse actions affecting civilian employees; provides advice and counsel to management on Equal Employment Opportunity (EEO) complaints; represents management in EEO complaint hearings; advises and provides representation in Merit Systems Protection Board (MSPB) appeals; provides management representation in unfair labor practice (ULP) actions; assists management in negotiation of collective bargaining agreements; assists and represents management in union elections; assists and provides management representation in unit representation and clarification proceedings; assists and provides management representation in unit consolidation and decertification proceedings; provides advice on affirmative action plans; provides advice and counsel on workers compensation claims; performs court reporter duty; prepares and files reports with HQ USAF; provides litigation support; and travels as needed.

2.5. Contracts. Reviews proposed procurement and NAFI contract actions; provides pre-award advice on a variety of issues to contracting officers and source selection authorities; performs pre-award legal review of contracts for

legal sufficiency; prepares litigation report and legal memoranda; provides litigation support for actions before Federal District Courts, Claims Courts, the Armed Services Board of Contract Appeals, the General Services Board of Contract Appeals, and the General Accounting Office; provides advice to contracting officers on contractor claims and disputes and government claims; advises on procurement fraud civil remedies actions; provides advice and administers remedies plan program; provides advice on ratification actions; gives advice on proposed suspension or debarment actions; conducts training required by the Procurement Integrity Act; reviews recent developments in procurement laws and regulations; and performs necessary travel for training and litigation support.

2.6. Environmental Law. Assists and represents command in response to alleged environmental violations, to include negotiations with regulators and representation at administrative hearings; advises on compliance with all environmental laws and implementation of environmental regulations; monitors local legislation, rule-making, and zoning initiatives; monitors and advises on all aspects of installation restoration programs; provides litigation and third-party site support to HQ USAF and the Department of Justice; serves as member of and gives advice to environmental protection committees and audit teams under the Environmental Compliance Assessment and Management Program; advises on utility proceedings; assists in and monitors all permit applications; performs miscellaneous environmental law duties; and travels as needed.

3. Authority. AFR 110-, 111-, 112-series and Policy Directives and Air Force instructions in the 51-series, when implemented, are the primary governing regulations for the establishment and operation of the Staff Judge Advocate function. AFMAN 38-208, Air Force Management Engineering Program (MEP) Policies, is the governing manpower regulation.

4. Applicability. This AFMS applies to peacetime operations only. It applies to all Staff Judge Advocate offices supporting an operational flying wing configured in the objective wing organizational structure and other bases in Air Force Material Command (AFMC), Air Education and Training Command (AETC), Air University (AU), Air Force Space Command (AFSPACECOM), Air Force District of Washington (AFDW), Special Operations Command (SOC), and United States Air Force Academy (USAF). This AFMS does not apply to the Air National Guard (ANG) and Air Force Reserve (AFRES). Also, this AFMS does not apply to bases where a cost comparison study (OMB Circular A-76) was conducted on the Judge Advocate function. A negative variance should be developed to account for any process performed by contract man-year equivalents (CMEs). In addition, the following bases will use Attachment 3 to determine their manpower requirements:

4.1. RAF Chicksands

4.2. Izmir AB

5. Core Composition. The core composition of this AFMS quantifies the manpower necessary for a Staff Judge Advocate function to support an objective wing base with a population of 3,000 personnel. The equation and variances are necessary to account for differences in population and base peculiar requirements. MAJCOMs should develop variances to account for any supported population that is not included in the source of count. Also, develop positive variances for processes not included in this AFMS. A comprehensive variance has been included for each of the following commands: Air Force Material Command (AFMC), Air Force District of Washington (AFDW), Air Education and Training Command (AETC) and Air University (AU), United States Air Force Academy (USAF), and Air Force Space Command to account for the many differences within their commands and bases and between those units and the objective wing bases.

5.1. **Core Manpower Required.** 18

5.2. **Core Range.** 1 - 44

5.3. **Major Programming Factor.** Authorized Population Supported

6. Standard Data:

6.1. **Classification.** Type III

6.2. **Approval Date.** July 1992

6.3. **Man-hour Data Source.** Workshop measurement

6.4. **Man-hour Equation.** $Y = 2,742 + 0.3998(X-3000)$

6.5. **Workload Factor:**

6.5.1. **Title.** Authorized Population Supported.

6.5.2. **Definition.** The total funded host and tenant authorized population supported by the Staff Judge Advocate, to include the funded local and foreign national civilians. Three thousand is subtracted from this figure because only the population above or below the core wing population of 3,000 will be used in computing the core plus or core minus manpower. To be counted for core plus computations, population must meet the following criteria: obtainable from the manpower data system, in file part A, and receiving full support from the host Judge Advocate function. To compute authorized population supported, compile a list of host and tenant units receiving full services (100 percent support) provided by the base Judge Advocate, obtain the authorized strength for each unit from the workload factor source, and total the authorized strength for the units receiving full support. This result is the authorized population supported. Use this number in the man-hour equation above. Units not meeting this criteria (i.e., those units receiving less than 100 percent support) should not be included in the above computations. This can be submitted as potential variances (following instructions in paragraph 7d) if there is a written agreement requiring the host wing Judge Advocate function to provide specific support (e.g., legal advice) to the unit. A contractor operation entitled to support under a statement of work (SOW) or performance work statement (PWS) may also be submitted as a potential variance for the specific service(s) required to be provided by the government. Do not include contract man-year equivalents (CMEs) in the count.

6.5.3. **Source.** Obtain the count from the file part A of the manpower data system (MDS) at base level or HQ USAF level. This system is maintained by the manpower personnel at your location. This figure cannot be obtained from the MDS at command level because their system does not include the tenant population. Use the authorized strength for the fourth quarter of the fiscal year in which the application takes place. If the Staff Judge Advocate is providing full or partial support to a population that is not included in the manpower data system, a positive variance should be developed.

★ 6.6. **Points of Contact:**

6.6.1. **Functional Representative.** Colonel James Russell and Major Mark Ruppert, HQ USAF/JAX, DSN 224-3021.

6.6.2. **AFMEA Representative.** MSgt Anthony J. Aust, HQ AFMEA/AEDD.

7. Application Instructions. Use the following procedures, along with the manpower computation worksheet at Attachment 6, to determine the manpower needed to support a given population.

7.1. **Step 1.** Collect workload data using the definition and source of count in paragraph 6.5.

7.2. **Step 2.** Allocate 2,742 man-hours for core requirement. The core requirement supports an objective wing population of 3,000 personnel (military and civilian employees).

7.3. **Step 3.** Allocate the man-hour requirement for the change in population from 3,000 personnel. Use the following formula: (population supported minus 3,000) x 0.3998. The results of this formula may be a positive or negative number.

7.4. **Step 4.** Allocate the man-hours for each applicable variance. Only use approved variances included at Attachment 3 when applying this AFMS. Variances can be negative or positive. MAJCOMs may submit additional proposed variances; however, they cannot be included in the application until they have gone through the whole approval process. Each proposed variance must exceed 16 man-hours per month. Send them to HQ AFMEA/PLDM and HQ USAF/JAX, who will provide the submitting MAJCOM a final decision on each proposed variance.

7.5. **Step 5.** Sum the results of 7.2. through 7.4.

7.6. **Step 6.** Divide the man-hours from 7.5. by the appropriate man-hour availability factor (MAF) and overload factor. Then round using current rounding rules.

7.7. **Step 7.** For the following bases only, subtract the following numbers to account for the increased ratio of attorney to paralegal work, primarily in contract law. NOTE: These numbers will be added back into the priceout as attorneys, AFSC 51J3, in 7.9.

Base	Manpower	Base	Manpower
Air Force Academy	5	Los Angeles AFB	16
Arnold AFB	2	McClellan AFB	8
Brooks AFB	8	Onizuka AFB	1
Edwards AFB	5	Patrick AFB	2
Eglin AFB	5	Peterson AFB	2
Falcon AFB	1	Robins AFB	9
Hanscom AFB	17	Tinker AFB	10
Hill AFB	8	Vandenberg AFB	2
Kelly AFB	13	Wright-Patterson AFB	6
Kirtland AFB	5		

7.8. **Step 8.** Determine the breakdown of the total manpower requirement by Air Force Specialty Code (AFSC) and grade, using the Standard Manpower Table at Attachment 2.

7.9. **Step 9.** For the bases listed in Step 7, add back the additional number of attorneys that were subtracted in 7.7.

8. Statement of Conditions. This standard assumes that Staff Judge Advocate functions are centralized in the host wing. The requirements determined by this AFMS include indirect man-hours equating to 19.3 percent of paralegal/support direct man-hours and 4 percent of attorney direct man-hours.

8.1. Most of the initiatives for Staff Judge Advocate address level-of-service issues. The expert team at the workshop recommended approval of these level-of-service issues and they have been incorporated into this AFMS.

8.2. The Judge Advocate General has elected to reduce the scope of legal assistance covered by this AFMS. This reduction in scope, done for purposes of this AFMS only, is consistent with providing legal assistance that is mission-related; i.e., providing legal services to military members and their dependents which directly contributes to the military mission and readiness to deploy. Consistent with mission-related requirements and local resources,

staff judge advocates are strongly encouraged to continue to provide legal assistance to all eligible recipients, even though full manpower for this function is not provided by this AFMS. The reduction in manpower is already reflected in the AFMS equation and no further reduction in manpower will be made.

BENJAMIN N. CHAPMAN, Lt Col, USAF
Chief, Plans & Productivity Division

8 Attachments

1. Process Oriented Description
2. Standard Manpower Table
3. Location-Specific Manpower Table
4. Approved Variances
5. Process Analysis Summary
6. Level-of-Service Summary
7. Manpower Computation Worksheet
8. Variance Applicability Matrix

SUMMARY OF CHANGES

This AFMS is updated to incorporate format changes required by SAF and includes minor administrative adjustments. In the manuscript, it revises paragraph 6.6., Points of Contact. The title of Attachment 1 is changed to Process Oriented Description. In Attachment 4, Nellis AFB is added to Variance 1; and Variance 17., Positive Mission Variance for Support to AFMC Personnel, is added. All changes except format and administrative changes are indicated by a ★.

★ PROCESS ORIENTED DESCRIPTION**STAFF JUDGE ADVOCATE**

1. GENERAL COURTS-MARTIAL. Pre-trial processing: places accused and witnesses on administrative hold; prepares charges; conducts legal and factual research; drafts charge sheets; drafts AF Form 65, Transmittal of Court-martial Charges; obtains documentary and physical evidence; reports on special interest cases; arranges for sanity board, if applicable; verifies and obtains jurisdiction and AFR 205-32, USAF Personnel Security Program clearances; prefers charges; notifies commanders of completed charges and coordinates preferral; advises on preferral of charges; advises commanders on procedures for swearing in, signing, and receipting for charges; notifies trial judiciary and general courts-martial (GCM) convening authority of preferral; inputs information into Automated Military Justice Administrative Management System (AMJAMS); assembles trial, defense, military judge folders; processes airman requests for discharge in lieu of trial; reviews requests for legal sufficiency; advises commanders on report and assists commanders on proper format; prepares formal legal reviews; prepares forwarding and action documents; prepares and responds to discovery requests; conducts depositions; appoints deposition officers; schedules time and locations of hearings and arranges logistics (i.e., transportation, billeting, etc.) for deposition officers, court reporters, counsel, accused, and witnesses; reports depositions; records and transcribes proceedings; copies and assembles records and forwards to counsel; processes officer requests for resignations for good of the service; reviews for legal sufficiency; advises commanders on reports and assists commanders on proper format; prepares forwarding and action documents. Article 32 investigations: prepares and coordinates appointment of investigating officers, court reporters, and government representatives; notifies defense counsel; provides case files; decides on and responds to delay requests; arranges location of hearings; provides investigating officers; reviews case files; researches laws and facts of charges; arranges for witnesses; conducts hearings; drafts summary of testimony; performs additional research on facts and issues; considers facts and laws of case; decides on recommendations; prepares investigating officer reports; and provides government representatives. Reviews case files; researches laws and facts of charges; prepares witnesses; arranges for witnesses; presents case at hearings; conducts additional research; presents arguments to investigating officers; reports hearings; records and transcribes proceedings; assembles records and forwards for authentication; prepares certificates of correction; processes Article 32 reports; types, assembles, processes and distributes report; serves reports on accused and defense counsel; prepares special courts-martial convening authority (SPCMCA) recommendations; inputs information into AMJAMS; nominates court members; prepares lists and determines availability of court members; gathers personal data; and prepares SPCMCA recommendation. Final pre-trial preparation: periodically reconfirms court members availability and nominates replacement members as needed; appoints trial counsel and assistant trial counsel; docket cases; coordinates with defense counsel and military judges; prepares and responds to motions; negotiates and processes offers for pre-trial agreements; processes witness immunity requests; processes defense witness requests and further discovery requests; acts as trial counsel or assistant trial counsel; serves charges on accused; reviews case files; researches laws; advises court members and bailiff of trial times; prepares witnesses, arranges for witnesses, briefs bailiff prior to trials; and arranges courtrooms and jury deliberation rooms. Trial processing: presents case at trials; conducts additional research; examines witnesses; and presents arguments to military judges and court members. Post-trial processing: prepares confinement or release orders, prepares notices of appellate and clemency rights, serves notices of appellate and clemency rights, prepares AF Form 1359, Report of Result of Trial; reviews transcripts of trials; reports court records and transcribes proceedings; copies and assembles records; forwards records for review and authentication; prepares certificates of correction; processes appellate leave requests; serves records of trial, Staff Judge Advocate recommendation and addenda on accused; inputs information into AMJAMS; prepares and distributes AF Forms 1373, MPO Document Control Logs; verifies finance actions; certifies DD Forms 490, Record of Trial and 494, court-martial Data Sheet; accomplishes post-trial actions; conducts post-trial hearings; and retries cases as required.

2. SPECIAL AND SUMMARY COURTS-MARTIAL:

2.1. SPECIAL COURTS-MARTIAL. Pre-trial processing: arranges for sanity boards, if applicable; verifies and obtains jurisdiction and AFR 205-32, USAF Personnel Security Program, clearances; prefers charges; processes airman requests for discharge in lieu of trial; reviews requests for legal sufficiency; advises commanders on report and assist commanders on proper format; prepares formal legal reviews; prepares forwarding and action documents;

prepares and responds to discovery requests; negotiates and processes offers for pre-trial agreements; processes witness immunity requests; prepares and responds to motions; conducts depositions; assists and advises SPCMCA on referral of charges; prepares SPCMCA convening orders and amendments; appoints trial counsel and assistant trial counsel; prepares and obtains referral documents; docket cases; processes defense witnesses; and responds to further discovery requests. Trial processing: acts as trial counsel and assistant trial counsel; conducts research; examines witnesses; and makes arguments to military judges and court members. Post-trial processing: reports courts; prepares SJA recommendations and addenda; serves recommendations and records of trial on accused; prepares SPCMCA actions, prepares courts-martial orders; inputs information into AMJAMS; prepares and distributes AF Forms 1373, MPO Document Control Logs; certifies DD Forms 490, Record of Trial, and 494, court-martial Data Sheet; performs post-trial actions; processes appellate leave requests, when applicable; conducts post-trial hearings; and retries cases as required.

2.2. SUMMARY COURTS-MARTIAL. Pre-trial processing: places accused and witnesses on administrative hold; verifies and obtains jurisdiction and AFR 205-32, USAF Security Program clearance; prepares and responds to motions; processes witness immunity requests; processes defense witness requests; prefers charges; prepares and responds to discovery requests; prepares and obtains referral documents; schedules hearings; and serves charges on accused. Trial processing: conducts research; examines witnesses; and makes arguments to law officers. Post-trial processing: prepares convening authority actions and courts-martial orders; inputs information into AMJAMS; prepares and distributes AF Forms 1373, MPO Document Control Log; and verifies financial actions.

3. ARTICLE 15 ACTIONS. Initial case files: reviews case files received from the units to ascertain violations; ensures jurisdiction and obtains evidence for off-base incidents; researches laws for specifications to be drawn; advises commanders on specifications; drafts specifications; reviews all submissions; advises commander on appropriate punishments; prepares punishment endorsements; and prepares AFR 35-44, Military Personnel Records Systems letters. Post-punishment processing: distributes and tracks Article 15; reviews and certifies for legal sufficiency; inputs information into AMJAMS; prepares and distributes AF Forms 1373, MPO Document Control Logs. Article 15 appeal processing: reviews appeal; advises commanders imposing punishment; and obtains commanders endorsement. Supplementary processing: advises commanders on proposed vacation or suspension actions; prepares commander's decision letters, and authenticates letters for legal sufficiency; processes Article 15 set aside, remission, or mitigation actions; advises commanders on proposed actions, prepares commander's decision letters; authenticates for legal sufficiency; verifies finance actions; posts to AF Forms 1373, MPO Document Control Logs; inputs supplemental information into AMJAMS.

4. ADJUDICATE AND PAY PERSONNEL TYPE CLAIMS. Accepts and processes claims under the Military Personnel and Civilian Employees' Claims Act, including claims of nonappropriated fund employees.

5. BOARDS. Provides advice, support, and representation to resolve matters brought before various administrative and investigating boards (e.g., discharge, flying evaluation, faculty, medical evaluation, and demotion).

6. ADMINISTRATIVE DISCHARGES. Consults with commanders and determines appropriate disposition; assists in drafting of letters; and conducts review of cases involving notification procedures discharges.

7. CIVILIAN EMPLOYEE MISCONDUCT (INCLUDING REDUCTION IN FORCE ACTIONS). Receives notices; designates management representatives; prepares responses; engages in discovery; conducts pre-trial conferences; conducts settlement discussions; finds and prepares witnesses; travels to hearings; participates in hearings; travels from hearings; conducts post-trial briefs; reviews decision from administrative judges; advises and coordinates on implementations and appeals; appeals to full boards; reviews board decisions; reviews attorneys' fees petitions; determines local rates; determines reasonableness of hours; opposes petitions; and if Equal Employment Opportunity (EEO) defense is involved, pursues further administrative litigation under EEO procedures as indicated.

8. ADMINISTRATIVE LAW OPINIONS (1 of 3). Receives inquiries and requests for legal opinions; researches legal issues; and examines or drafts documents, plans, or procedures to include bomb threats, on-base commercial solicitation, consent decrees, dependency status, entitlement to medical care, gifts to the Air Force, hot line items, interpretation and construction of statutes, jurisdiction, zoning, landing permits, loan of government property, off-

duty employment, process servers and service, annexes to plans and agreements, line of duty determinations, dissent and protest opinions, utility rate counsel, and real property counsel.

9. ADVICE AND ASSISTANCE IN PREPARATION OF RESPONSE TO ENVIRONMENTAL ENFORCEMENT ACTIONS FOR ALLEGED VIOLATIONS OF ENVIRONMENTAL LAWS AND REGULATIONS. Reviews reports of inspections, reviews notices of violation and enforcement orders; analyzes and researches factual, legal, and administrative basis for actions; discusses basis with regulatory representatives; drafts, proofs, and coordinates responses; delivers response in accordance with service of process requirements of jurisdiction; conducts informal negotiations with regulatory body; negotiates Federal Facility Compliance Agreement with regulatory body. Enforcement actions directed at federal employee in personal capacity: advises on procedures for requesting Department of Justice representation; consults, as appropriate, with responsible enforcement officials; researches appropriateness of substitution of United States as defendant and removal of any state action to federal courts; coordinates with local U.S. attorneys; and provides appropriate support to local U.S. attorneys.

10. POST COMPLAINT LITIGATION SUPPORT. Provides litigation support in pending litigation cases involving military personnel, environmental, claims, labor, contracts, utility rates, and intervention cases before the federal district courts; provides discovery assistance; performs legal research; locates witnesses; conducts interviews; performs records searches; reviews litigation reports; provides typing support; performs motion drafting; and records depositions.

11. STANDARDS OF CONDUCT ADVICE AND MONITORING. Reviews information relating to potential standards of conduct violations per AFR 30-30, Standards of Conduct; provides opinions and consults with commander and staff; conducts briefings; provides counsel on off-duty employment; administers and reviews financial disclosure forms; produces annual ethics reports; and advises on application of Procurement Integrity Act.

12. ADVICE TO COMMANDERS. Advises commanders on personnel and disciplinary actions; assists in formulating command discipline policy for squadron and installation commanders including: search and seizure issues, rights advisement's, and handling of personnel problems; performs miscellaneous AMJAMS administration; and conducts military law training programs for commanders (e.g., new commander orientations, workshops, military justice newsletters, and status of discipline briefings); processes G-series orders for appointments to and assumptions of command.

13. URINALYSIS DRUG TESTING PROGRAM. Coordinates testing times with Social Actions or unit orderly rooms; inspects testing areas to ensure conformity with applicable regulations; briefs monitors and observers; observes tests; gives advice during inspection tests; observes preparation of documents; and provides advice and counsel on pre- and post-testing procedures.

14. REPRESENTATION OF INSTALLATIONS IN STATE AND LOCAL JURISDICTION ENVIRONMENTAL ADMINISTRATIVE PROCEEDINGS. Identifies and prepares witnesses, including experts; prepares and submits written witness testimony prior to hearings; prepares evidence, pleadings, and motions to include, if applicable, analysis of appropriateness of proposed penalties under relevant civil penalty policies; prepares oral arguments; attends prehearing sessions; attends hearings; reviews findings, conclusions, and recommendations of hearing officers or actions of governmental bodies; negotiates settlements, if appropriate; considers appropriateness of appeal of agency actions; coordinates with HQ USAF and local U.S. attorneys for further procedures; performs follow-on responding to enforcement actions (e.g., daily reviews of local legal notices and permit applications).

15. ADVISEMENT AND ASSISTANCE IN PERMIT APPLICATIONS. Researches state, federal, and local laws and regulations; assists in drafting and reviewing permits; negotiates with regulatory body on permit conditions; submits correspondence, documents, and evidence in support of negotiations; prepares for and attends public hearings on applications; assists in drafting and reviewing responses to comments by regulatory bodies and the public; assists in programming resources needed for compliance with permit conditions; negotiates for variances as needed; and consults with regulatory bodies to secure interpretation of permit conditions.

16. ADVISEMENT AND ASSISTANCE IN COMPLIANCE WITH FEDERAL, STATE, AND LOCAL JURISDICTION CONCERNING SOLID AND HAZARDOUS WASTE LAWS AND REGULATIONS. Researches, analyzes, and responds to staff questions on management, storage, transportation, labeling, packaging, and disposition of hazardous waste and hazardous substances; responds to questions on training of personnel; consults with regulatory bodies for interpretations and documents as needed; advises on waste minimization requirements; provides advice on oil and hazardous substance spill contingency planning; coordinates required spill notifications to National Response Center and appropriate government agencies; assists in follow-on cleanup actions; assists in preparing post-spill statement for public release; conducts spill follow-on negotiations with regulatory bodies; assesses potential liability and litigation liabilities; preserves evidence as needed; advises on proper management, storage, transport, packaging, disposition, and training of personnel involved with asbestos-containing material (ACM); and reviews hazardous waste and ACM disposal contracts.

17. TORT CLAIMS AGAINST THE GOVERNMENT. Investigates, adjudicates, and settles tort claims against the Air Force, to include Article 139, UCMJ claims, and claims against non-appropriated fund instrumentality's.

18. DISASTER RESPONSE TRAINING AND PARTICIPATION. Accompanies the disaster response teams to the scene of natural disasters, accidents, and exercises for these contingencies; and provides legal advice to the on-scene commander and contingency support staff.

19. PRE-TRIAL CONFINEMENT HEARINGS. Advises commanders on appropriateness of forms of pre-trial restraint; prepares 72-hour letter from commanders, notifies trial judiciary and GCMCA; arranges for hearings, sets up rooms, nominates appropriate officers to serve as military magistrates; briefs military magistrates on duties; prepares for hearings; presents cases at hearings; provides administrative assistance for preparing magistrate's reports; and advises installation commanders on hearing results.

20. MISSION LEGAL ASSISTANCE. Provides legal advice and services to active duty military personnel.

21. PROFESSIONAL CONTINUING LEGAL EDUCATION. Attends formal legal specialty training courses taught in-residence at Air Force, Army, and Navy attorney schools and Air Force Institute of Technology (AFIT); attends legal training courses sponsored by major command; attends continuing legal education courses mandatory for maintenance of state professional license; studies new case laws, statutes, regulations, and professional periodicals to maintain currency.

22. LEGAL ADVICE IN ACCIDENTS AND SAFETY INVESTIGATIONS. Provides counsel on AFR 110-14, Investigations of Aircraft, Missiles, Nuclear, and Space Accident investigations, and AFR 127-4, Investigating and Reporting U.S. Air Force Mishaps, to ensure legal sufficiency and procedural compliance; briefs and advises appropriate members; and prepares legal reviews.

23. CONGRESSIONAL INQUIRIES AND INVESTIGATIONS. Determines need for and type of investigations; provides support for investigations; advises investigators; and reviews reports and follow-up actions.

24. CIVILIAN MISCONDUCT. Advises commanders on appropriate administrative actions; prepares documentation for administrative actions resulting from instances of civilian misconduct (e.g., suspension of dependent privileges, debarment, loss of solicitation rights, and suspension of driving privileges).

25. STAFF JUDGE ADVOCATE AND PARALEGAL RECRUITING. Recruits high quality, active duty officers, civilian attorneys, and law school student recruits meeting regulatory eligibility requirements into judge advocate accession programs and paralegal cross-training; determines and answers questions about eligibility and qualifying credentials; conducts mandated formal and informal employment interviews; conducts judge advocate recruiting trips to nearby law schools; writes reports of interviews; receives applications; ensures completeness and compliance with regulations; forwards application to AF/JAX; assists judge advocate applicants with commissioning physicals; and conducts tours of legal offices.

26. CLAIMS IN FAVOR OF THE GOVERNMENT. Investigates, asserts, pursues, and collects claims on behalf of the United States Air Force, including claims of nonappropriated fund instrumentality's, under the Federal Claims Collection Act, the Federal Medical Care Recovery Act, and other laws.

27. ADVISEMENT ON CONTRACTOR OR GOVERNMENT PROCUREMENT CLAIMS AND TERMINATION ACTIONS. Logs in and suspense's incoming claims correspondence; reviews relevant Air Force records; obtains additional information from Air Force personnel or other witnesses; performs necessary legal research; prepares opinions on contractor or government entitlements to recover funds; prepares interpretations of contract provisions; assesses risks and likely success of litigation in event government claims are asserted; negotiates with opposing counsel as required; prepares draft portions of final decision for contracting officer; coordinates with contract trial team and attorneys as required; forwards advice to contracting officers and/or buying activities; and reviews final decisions prior to issuance to contractors.

28. SPECIAL COUNSEL INVESTIGATIONS. Reviews complaints and inquiries; finds and prepares witnesses; interfaces with investigators; assists in responses and positions; and advises on procedures and potential remedies.

29. REPRESENTATION IN, OR SUPPORT FOR, GOVERNMENT ACCOUNTING OFFICE (GAO) BID PROTESTS, GENERAL SERVICES BOARD OF CONTRACT APPEALS (GSBCA) PROTESTS, AND CONTRACTOR APPEALS BEFORE THE ARMED SERVICES BOARD OF CONTRACT APPEALS (ASBCA).

Logs in notices of protests; reviews allegations; locates and identifies relevant agency records; reviews relevant agency records; performs necessary legal research; interviews and prepares agency witnesses; assists with preparation of contracting officer or witness statements; prepares draft agency memorandum for use in agency report, Rule 4 file (GSBCA protest), or answer ASBCA appeal; copies and organizes agency records; submits agency record copies; coordinates cases with MAJCOM, AFCLC/JAB and/or SAF/GCP; and completes preparation within time specified.

30. PRE- AND POST-AWARD CONTRACT ADVICE AND LEGAL REVIEWS. Logs in and suspense's incoming contract files; reviews relevant agency records; performs legal reviews; performs necessary legal research; discusses alternatives with contracting officers; prepares opinions or advice, including major source selections and fiscal law issues; and forwards to other organizational activities.

31. REVIEW OF SOURCES FOR POSSIBLE INFRACTIONS AND DISCIPLINARY ACTION. Reviews Office of Special Investigations (OSI), Security Police, and unit reports, daily Security Police blotters, and other informational sources for possible infractions of the law that could lead to disciplinary actions.

32. ADVISEMENT AND TRAINING OF LAW ENFORCEMENT AND INVESTIGATIVE AGENCIES. Conducts training program for Security Police and OSI agents; and provides advice on criminal issues, including but not limited to search and seizure, apprehension, interrogation, customs, use of force, and disposition of evidence.

33. ADVERSE ADMINISTRATIVE ACTIONS. Provides advice on adverse administrative actions to members other than discharges (e.g., promotion proprieties, UIF/control rosters, demotions, and special security files).

34. POWERS OF ATTORNEY AND NOTARY SERVICES. Provides powers of attorney and notary services to eligible persons.

35. LAW OF ARMED CONFLICT (LOAC) TRAINING. Trains all personnel to required level of LOAC awareness to adhere to requirements of UCMJ and international law.

36. CIVILIAN EMPLOYEE ADMINISTRATIVE LITIGATION OTHER THAN MISCONDUCT (INCLUDES OTHER MERIT SYSTEMS PROTECTION BOARD (MSPB), EQUAL EMPLOYMENT OPPORTUNITY (EEO), APPROPRIATED AND NONAPPROPRIATED FUND GRIEVANCES AND ARBITRATION, AGENCY GRIEVANCE PROCESS, AFR 40-7 NONAPPROPRIATED FUNDS PERSONNEL MANAGEMENT AND ADMINISTRATION GRIEVANCE PROCESS, UNFAIR LABOR PRACTICE, AND STATE UNEMPLOYMENT COMPENSATION). Advises management on processes and remedies; represents management in processes with

third party decision-makers; reviews, prepares, and supplements administrative records; advises and selects arbitrators; prepares pre-hearing submissions; selects witnesses location; prepares witnesses; travels to and from hearing site; obtains and reviews transcripts and past hearing submissions; researches material; reviews initial decisions; advises and responds to appeals; advises on implementation of awards; and reviews rates and reasonableness of awards.

37. CIVIL LAW CONTINGENCIES. Advises commanders and appropriate staff agencies during contingencies to include hostage negotiations, protests, demonstration activities, and other potential contingencies.

38. FREEDOM OF INFORMATION ACT (FOIA) AND PRIVACY ACT ISSUES. Provides advice on release of or access to government information. Drafts privacy act statements and routine use applications.

39. COMMITTEES AND WORKING GROUPS (1 of 3). Attends working group and provides advice and legal opinions to various committees, working groups, and their members on a wide variety of topics (e.g., family advocacy committee, civilian employment cost and management committee, drug and alcohol abuse committee, fraud waste and abuse committee, newcomer's orientation, status of discipline meeting, utility utilization panel, quality force committee, financial working group, financial management board).

40. BARGAINING UNIT MATTERS. Advises appropriate personnel on duty to deal with exclusive labor representatives; reviews organizational structure to determine appropriate units; coordinates Federal Labor Relations Authority (FLRA) oversight of processes; prepares for negotiations; researches material; advises on negotiability issues; advises on unilateral implementation; negotiates and advises negotiators; reviews position descriptions to determine unit coverage; represents management at hearings; travels to and from hearing sites; reviews initial decisions; advises on appeals; prepares and researches appeals; advises and represents management in impasse resolutions, including mediation, impasse panels, and rights arbitration; and advises personnel on duty to implement third party decisions.

41. ADVISEMENT AND ASSISTANCE OF BASE ENVIRONMENTAL PROTECTION COMMITTEE (EPC). Advises on overall compliance matters on all oversight functions of the base and their subcommittees utilizing AFR 19-8, Environmental Protection Committees and Environmental Reporting; assists in development of management action plan including programming and budgeting to remedy findings of environmental audit in accordance with AFR 19-16, Environmental Compliance Assessment and Management Program (ECAMP); researches issues as required; prepares correspondence or ensures documentation exists to document EPC actions of legal significance; and reviews and revises EPC minutes to ensure they accurately reflect meeting and are not later subject to misinterpretation.

42. REVIEW OF PRELIMINARY FINDINGS OF ANNUAL AUDIT UNDER ENVIRONMENTAL COMPLIANCE ASSESSMENT AND MANAGEMENT PROGRAM (AFR 19-16). Participates as team member for review; identifies and provides copies of state and local host jurisdiction laws, regulations, and checklists to supplement the basic ECAMP protocols; participates in in-briefs and out-briefs; physically conducts audits using one or more of the ECAMP protocols; instructs on immediate corrections of minor findings; advises commands, immediately, on major findings; prepares written findings; assists, as required, in preparation of other findings; researches and resolves legal issues raised by other ECAMP team members; reviews and revises, as needed, all preliminary and candidate findings before they are designated final; assists responsible organizations in planning strategies to resolve findings and monitor progress; identifies any third parties who may be threatened or have been injured by newly discovered contamination; institutes any corrective actions; and estimates litigation and liability possibilities.

43. CONTRACTOR EMPLOYEE ISSUES. Researches and advises on duties and obligations of management to contractor employees and contractor employee unions; advises of options on responding to work stoppages and picketing; coordinates with Air Force officials and local law enforcement officials; advises on establishment of reserve gate and continuation of services; advises on wage variances; prepares for hearings; travels to and from hearings; and participates in hearings and briefs.

44. ADVISEMENT AND ASSISTANCE IN IMPLEMENTATION OF CLEAN AIR ACT (CAA) REQUIREMENTS.

Assists in preparation of "conformity determinations" for Air Force actions under Sec. 176 of CAA; implements inspection and maintenance program under base registration program when required; advises and assists in preparation of base air emission inventories; negotiates with regulators, as needed (e.g., alternate transportation subsidies, clean fuels program, civilian access to clean fuels program); monitors compliance with chlorofluorocarbons (CFC) phaseout, recycling requirements, and certification of CFC technicians; advises on national ambient air quality standards; and advises on compliance requirements in non-attainment and attainment areas.

45. DAILY REVIEW OF STATE AND LOCAL JURISDICTION ADMINISTRATIVE RULEMAKING, LEGISLATIVE AGENDA, AND LEGAL NOTICES. Reviews the equivalent of the U.S. Federal Register in applicable local jurisdiction(s) to identify meetings and notices of proposed rulemaking; attends meetings to provide informal input on proposed rules; consults with other staff agencies (e.g., hospital, civil engineers, etc.) and analyzes proposals to identify impact on Air Force activities; drafts and coordinates formal comments and proposed changes for submission to appropriate agencies; responds to agency inquiries; notifies staff of final rules; and coordinates required programming for implementation.

46. ADVISEMENT AND ASSISTANCE ON THE INSTALLATION RESTORATION PROGRAM (NOT INCLUDING NATIONAL PRIORITY LIST SITES). Advises Technical Review Committee on remediation alternatives; drafts and reviews records of decisions, remedial investigations, and feasibility studies; advises on contractual matters (e.g., alternate water supply hookups); negotiates with EPA and state agencies on cleanup levels; submits documentation to support Air Force positions; drafts and negotiates Federal Facility Agreements; assists in conducting public hearings; prepares and reviews transcripts of public hearings; advises on, drafts, and reviews documents to implement analysis required by National Environmental Policy Act; and responds to requests for legal interpretation, as needed.

47. ADVISEMENT OF STAFF PLANNING FUNCTIONS ON REQUIREMENTS OF NATIONAL ENVIRONMENTAL POLICY ACT. Advises appropriate personnel on need for compliance with AFR 19-3, Environmental Impact Analysis Process (EIAP), and the manner of compliance; researches, analyzes, and documents opinions, as needed; assists in drafting and reviews needed EIAP documentation (e.g., environmental assessments, findings of no significant impact, and environmental impact statement).

48. ADVICE AND ASSISTANCE TO COMMANDS IN UTILITY PROCEEDINGS. Coordinates with base civil engineers and base contracting officers to procure expert witnesses as required; negotiates with proponent of proposed rate increases; assists in all aspects of water rights acquisition and preservation of stream adjudication's; assists in preparation of government testimony and evidence; attends pre-hearing conferences and administrative hearings; conducts direct and cross examination of witnesses; negotiates utility contracts for bases; and serves as Air Force representative for adverse parties.

49. ADVISEMENT AND ASSISTANCE ON NATURAL AND CULTURAL RESOURCES AND REAL PROPERTY ISSUES. Advises on and assists in consultation with Fish and Wildlife Service regarding impact of Air Force actions on endangered species to ensure compliance with the Endangered Species Act; advises on contractual actions to secure needed cultural or natural resource surveys; advises on and assists in consultation with state historical preservation officer in accordance with the National Historic Preservation Act regarding proposed undertakings which affect buildings or sites on, or that qualify for, the National Register of Historic Places; assists in preparation of documentation required for compliance with natural and cultural resource laws; advises on compliance, with guidance from state or federal agencies, on mitigation of adverse impacts on cultural or natural resources; advises on responsibilities to preserve and return burial objects or human remains under Air Force control in accordance with the Native American Graves Protection and Repatriation Act; advises on general statutory requirements applicable to wetlands, coastal zone management, floodplains, historic properties, and archeological sites; advises on real property issues including acquiring or retroceding federal legislative jurisdiction; and advises on acquisition or surrender of access to, or interests in, real property.

50. MISCELLANEOUS ENVIRONMENTAL LAW DUTIES. Briefs and conducts training on environmental law subjects; prepares for inspections by federal, state, and local jurisdiction regulators; accompanies inspectors;

reviews all regulatory requests for environmental monitoring data; approves release of all such data; reviews installation supplement at least annually to ensure currency; updates as needed; maintains routine liaison with federal, state, and local jurisdiction regulators; provides miscellaneous advice to staff agencies as needed, to include radiation safety officer; and reviews reports of environmental violation for self-reporting requirements, possible disciplinary action, or referral to civilian enforcement agencies.

51. THIRD-PARTY SITE PROGRAMS. Responds to information requests from HQ USAF and the Environmental Protection Agency; seeks out and interviews witnesses on past base waste disposal practices; conducts records search to identify past contracts and documents relating to base waste disposal; reviews located records; conducts follow-on interviews and research as result of records review or HQ USAF requests; and provides local liaison.

52. PREVENTIVE LAW PROGRAM. Provides information sharing to avoid legal pitfalls; develops a preventive law plan based on needs of the local base to include oral presentations (e.g., military law seminars, newcomers orientation, commander's calls, Soldiers and Sailor Civil Relief Act, etc.) and written presentations (e.g., newspaper articles, base bulletin notices, and newsletters covering special interest items such as status of justice, state law studies, and preventive law pamphlets).

53. INTERACTION WITH CIVILIAN AGENCIES. Conducts liaison and positive interaction by legal personnel with civilian authorities, agencies and organizations, including: U.S. Attorney, local district attorneys, EPA officials, local police departments, Internal Revenue Service (IRS), and the bar associations; coordinates approval of command authorities appearing before state legislative bodies.

54. ADMINISTRATIVE LAW OPINIONS (2 of 3). Receives inquiries or requests for opinion from commands, staff agencies, or individuals; researches legal issues; reviews or drafts documents, plans, or procedures for a variety of matters (e.g., abandoned property, agreements with educational institutions, bank and credit union problems, jury duty, off-limits establishments, on-base advertising, on-base sale of personal property, regulations and forms review, traffic laws, trespass, warning signs, reports of survey, fiscal law fund raising, loss of funds, and relocation expenses).

55. REVIEW OF SUBMISSIONS IN DEPARTMENT OF LABOR CASES, INCLUDING CONTINUATION OF PAY, WORKERS COMPENSATION, AND DISABILITY. Reviews claims for entitlements; reviews and advises on management responses and development of criminal and investigative responses to fraudulent claims; and advises on procedures and input to controvert claims.

56. REVIEW OF SUBMISSIONS IN OFFICE OF PERSONNEL MANAGEMENT CLAIMS. Reviews appeals; advises management; reviews and drafts management positions; assists in collections, organization, and distillation of records; ensures relevance to claims; researches legal references; and advises on corrective actions to control overtime claims.

57. QUALITY ASSURANCE FOR HOSPITAL FUNCTIONS. Advises hospitals on quality assurance legal issues; provides advice on questions involving withdrawal of health care provider credentials; advises Credential Review Board members; acts as recorder and legal advisor at hearings; and reviews hospital policy and procedures for medical malpractice and other legal issues.

58. COORDINATION OF BENEFITS PROGRAM. Asserts claims for medical care under 10 U.S.C. 1095; reviews referred claims for collection; returns moneys collected under 10 U.S.C. 1095 to the military hospital which rendered the treatment; and provides litigation support to the U.S. Attorney, as necessary.

59. COMMITTEES AND WORKING GROUPS (2 of 3). Provides advice and legal opinions to various committees, working groups, and their members on a wide variety of topics of medium importance (e.g., base advisory council, contingency operations steering group, family support executive committee, family advocacy information board, NCO open mess advisory council, and officers' open mess advisory council).

60. REVIEW OF CONTRACT RATIFICATION ACTIONS. Logs in files; suspense's incoming ratification files; performs legal reviews; performs necessary legal research; prepares opinions; makes copy of Staff Judge Advocate opinion for legal files; and recommends adverse action or recovery of funds as appropriate.

61. REVIEW OF INVESTIGATION AND ADVISE ON DEBARMENT AND SUSPENSION ACTIONS, PROCUREMENT FRAUD CIVIL REMEDIES, AND CRIMINAL PROSECUTION. Logs in investigative reports or adverse information on contractors; locates and obtains relevant Air Force records; reviews records and interviews witnesses to determine facts; performs necessary legal research; identifies and recommends whether to initiate corrective actions (e.g., debarment, suspension actions, criminal prosecution, procurement fraud, and other civil remedies); coordinates suggested actions with contracting activities and, as necessary, MAJCOM, SAF/GCP and U.S. Attorney; prepares memorandums in support of recommendations; provides representation at hearings when required; prepares remedies plans; coordinates remedies plan with other DoD components, as required; coordinates suggested adverse personnel actions with Civilian Personnel Flight (CPF) or Military Personnel Flight (MPF) and commander; performs follow-up to determine compliance with the remedies plans; and closes out plans when actions are completed.

62. ARTICLE 137, UCMJ, TRAINING. Conducts personal UCMJ training for each Air Force enlisted member upon initial entry, six months of service, and first reenlistment.

63. VICTIM WITNESS ASSISTANCE PROGRAM. Advises victim of rights and obligations throughout criminal process; discusses and coordinates with victims in major case decisions; advises victims of case dispositions; and refers victims and families to appropriate military and civilian support agencies.

64. MISCELLANEOUS LABOR LAW AND CIVILIAN PERSONNEL ISSUES. Refers to federal statutes, code of federal regulations, federal personnel manuals, bulletins, Air Force regulations, and different collective bargaining unit contracts for each bargaining unit; and provides daily advice on interpretation and application based on factual input of statutory, regulatory, and contractual requirements controlling all conditions of employment of nonappropriated fund, appropriated fund, and contractor employees.

65. AFFIRMATIVE ACTION PLANS. Advises on developments; reviews for compliance with Civil Rights Act and case laws; reviews and advises on compliance of individual management decisions with plan and legal requirements; and researches legal materials.

66. REVIEW OF NONAPPROPRIATED FUND (NAF) CONTRACT ACTIONS. Logs in file and suspense's incoming NAF contract files; performs legal reviews; performs necessary legal research; and prepares opinions.

67. FINANCIAL RESPONSIBILITY COUNSELING. Refers member to commander for counseling per AFR 35-18, Personal Financial Responsibility; upon receipt of complaint concerning non-support of dependents by service members or other financial issues, provides general guidance to complainants attorneys; ensures service of process is redirected to Judge Advocate at Defense Finance Accounting Service (DFAS); advises Accounting and Finance officers on matters concerning pay execution; and contacts members and provides counseling for involuntary allotment executed by DFAS.

68. ADMINISTRATIVE LAW OPINIONS (3 of 3). Receives inquiry or request for opinion from commands, staff agencies, or individuals to research legal issues, and reviews or drafts documents, plans or procedures for variety of matters of lesser importance (e.g., alert force, autopsies, post mortem issues, death, mortuary affairs, summary court reviews, copyright and patent issues, immigration, naturalization, lost time, paper reduction act, storage of private weapons, suggestions, Veterans' Administration entitlements, and Voting and Heath Act).

69. COMMITTEES AND WORKING GROUPS (3 of 3). Provides advice and legal opinions to various committees, working groups and their members on a wide variety of topics in which the Staff Judge Advocate office is a minor player (e.g., base security council, black history committee, company grade officers council, facilities review board, museum and heritage working group, OPSEC/COMSEC committee, school board advisory committee, wing safety board, resource protection committee, security managers committee, suggestion awards committee, telephone control

officers group, unit advisory committee, Hispanic history committee, chaplain fund advisory council, and selection boards).

70. OTHER LEGAL ASSISTANCE. Provides legal advice and services to eligible dependents and retirees.

71. INCOME TAX PROGRAM. Provides tax assistance, forms, and referral to appropriate agencies.

STANDARD MANPOWER TABLE											
WORK CENTER/FAC			APPLICABILITY MAN-HOUR RANGE								
STAFF JUDGE ADVOCATE/102A			N/A								
AIR FORCE SPECIALTY TITLE	AFSC	GRADE	MANPOWER REQUIREMENT								
Judge Advocate, Staff	051J4	LTC									
Judge Advocate, Staff	051J4	MAJ						1	1	1	1
Judge Advocate	051J3	CPT	1	1	1	1	1	1	1	2	2
Paralegal Manager	5J000	CMS									
Paralegal Superintendent	5J091	SMS									
Paralegal Craftsman	5J071	MSG									1
Paralegal Craftsman	5J071	TSG		1	1	1	1	1	1	1	1
Paralegal Journeyman	5J051	SSG			1	2	2	2	3	3	3
Paralegal Journeyman	5J051	SRA									
Paralegal Apprentice	5J031	A1C									
Info Mgmt Craftsman *	3A071	MSG					1	1	1	1	1
Info Mgmt Craftsman *	3A071	TSG									
Info Mgmt Journeyman **	3A051	SSG									
Info Mgmt Journeyman **	3A051	SRA									
TOTAL			1	2	3	4	5	6	7	8	9
AIR FORCE SPECIALTY TITLE	AFSC	GRADE	MANPOWER REQUIREMENT								
Judge Advocate, Staff	051J4	LTC								1	1
Judge Advocate, Staff	051J4	MAJ	1	1	1	1	1	1	1	1	1
Judge Advocate	051J3	CPT	2	3	3	3	4	4	4	4	4
Paralegal Manager	5J000	CMS									
Paralegal Superintendent	5J091	SMS									
Paralegal Craftsman	5J071	MSG	1	1	1	1	1	1	1	1	1
Paralegal Craftsman	5J071	TSG	1	1	1	2	2	2	2	2	2
Paralegal Journeyman	5J051	SSG	3	3	3	3	3	3	4	4	5
Paralegal Journeyman	5J051	SRA						1	1	1	1
Paralegal Apprentice	5J031	A1C			1	1	1	1	1	1	1
Info Mgmt Craftsman *	3A071	MSG	1	1	1	1	1	1	1	1	1
Info Mgmt Craftsman *	3A071	TSG									
Info Mgmt Journeyman **	3A051	SSG	1	1	1	1	1	1	1	1	1
Info Mgmt Journeyman **	3A051	SRA									
* Court Reporter ** Receptionist											
NOTE: Convert the ranking officer requirement to colonel at those bases where wing commanders exercise general courts-martial convening authority, regardless of base population.											
TOTAL			10	11	12	13	14	15	16	17	18

STANDARD MANPOWER TABLE											
WORK CENTER/FAC			APPLICABILITY MAN-HOUR RANGE								
STAFF JUDGE ADVOCATE/102A			N/A								
AIR FORCE SPECIALTY TITLE	AFSC	GRADE	MANPOWER REQUIREMENT								
Judge Advocate, Staff	051J4	LTC	1	1	1	1	1	1	1	1	1
Judge Advocate, Staff	051J4	MAJ	1	1	1	1	1	1	1	2	2
Judge Advocate	051J3	CPT	4	5	5	5	5	6	6	6	6
Paralegal Manager	5J000	CMS									
Paralegal Superintendent	5J091	SMS	1	1	1	1	1	1	1	1	1
Paralegal Craftsman	5J071	MSG	1	1	1	1	2	2	2	2	2
Paralegal Craftsman	5J071	TSG	2	2	2	3	3	3	3	3	3
Paralegal Journeyman	5J051	SSG	5	5	5	5	5	5	5	5	5
Paralegal Journeyman	5J051	SRA	1	1	1	1	1	1	2	2	2
Paralegal Apprentice	5J031	A1C	1	1	1	1	1	1	1	1	1
Info Mgmt Craftsman *	3A071	MSG	1	1	1	1	1	1	1	1	1
Info Mgmt Craftsman *	3A071	TSG									1
Info Mgmt Journeyman **	3A051	SSG	1	1	1	1	1	1	1	1	1
Info Mgmt Journeyman **	3A051	SRA			1	1	1	1	1	1	1
TOTAL			19	20	21	22	23	24	25	26	27
AIR FORCE SPECIALTY TITLE	AFSC	GRADE	MANPOWER REQUIREMENT								
Judge Advocate, Staff	051J4	LTC	1	1	1	1	1	1	1	1	1
Judge Advocate, Staff	051J4	MAJ	2	2	2	2	2	2	2	2	2
Judge Advocate	051J3	CPT	6	7	7	7	8	8	8	9	9
Paralegal Manager	5J000	CMS								1	1
Paralegal Superintendent	5J091	SMS	1	1	1	1	1	1	1		
Paralegal Craftsman	5J071	MSG	2	2	2	2	2	2	2	2	2
Paralegal Craftsman	5J071	TSG	4	4	4	4	4	4	4	4	4
Paralegal Journeyman	5J051	SSG	5	5	6	6	6	6	6	6	6
Paralegal Journeyman	5J051	SRA	2	2	2	2	2	3	3	3	4
Paralegal Apprentice	5J031	A1C	1	1	1	2	2	2	3	3	3
Info Mgmt Craftsman *	3A071	MSG	1	1	1	1	1	1	1	1	1
Info Mgmt Craftsman *	3A071	TSG	1	1	1	1	1	1	1	1	1
Info Mgmt Journeyman **	3A051	SSG	1	1	1	1	1	1	1	1	1
Info Mgmt Journeyman **	3A051	SRA	1	1	1	1	1	1	1	1	1
* Court Reporter ** Receptionist											
NOTE: Convert the ranking officer requirement to colonel at those bases where wing commanders exercise general courts-martial convening authority, regardless of base population.											
TOTAL			28	29	30	31	32	33	34	35	36

[illegible]

LOCATION-SPECIFIC MANPOWER TABLE

The manpower requirements for the bases listed below will be as follows:

BASE	AFSC	GRADE	MANPOWER
RAF Chicksands	051J4	MAJ	1
	051J3	CPT	2
	5J071	MSG	1
	5J051	SSG	2
	3A071	TSG	1
		Total	7
Izmir AB	051J4	MAJ	1
	051J3	CPT	2
	5J071	TSG	1
	5J051	SSG	1
	3A071	TSG	1
		Total	6

APPROVED VARIANCES**1. Title.** Positive Mission Variance for Increased Number of Claims.

1.1. **Definition.** A greater number of health care providers, patients, and complex medical cases result in increased numbers of tort claims. The core requirement anticipates 1.5 medical tort claims per year at a base with a population of 3000. The patient population for the core is significantly less (88,450 per year) than that of medical centers, which rises exponentially in relation to assigned base personnel. For example, Wilford Hall Medical Center had a patient population of 1,048,017 in FY 91, while Lackland's base population was 8,434.

1.2. **Impact and Applicability.** The following are man-hours and manpower requirements, in excess of core requirements:

	Base	Hours Per Month	Manpower
	Andrews AFB	+132.17	+.82
	Bolling AFB	+80.00	+.50
	Eglin AFB	+142.33	+.89
	Elmendorf AFB	+111.83	+.70
	Keesler AFB	+254.17	+1.58
	Lackland AFB	+306.03	+1.90
	March AFB	+50.83	+.32
	Maxwell AFB	+40.67	+.25
	McGuire AFB	+51.42	+.32
★	Nellis AFB	+50.83	+.32
	Offutt AFB	+20.00	+.12
	Scott AFB	+50.83	+.32
	Sheppard AFB	+50.83	+.32
	Travis AFB	+152.50	+.95
	Wright-Patterson AFB	+241.10	+1.50

2. Title. Positive Mission Variance for Consolidated Civilian Personnel Office.

2.1. **Definition.** As of 10 March 92, 17 bases will have Consolidated Civilian Personnel Offices (CCPOs) which service not only the activity where they are located, but other bases as well. It is anticipated that the legal office supporting the CCPO will provide representation in those personnel actions arising at the closing bases and will continue representation after closure, unless action is transferred to another base legal office. For example, a reduction in force (RIF) appeal may continue for years after the base closure. In addition to the increased representational responsibilities, it is anticipated that the CCPO staff will need advice on personnel issues not raised at the supported activity. The CCPO will have additional processes for which they will seek advice. For example, they may need review of compliance within their entire serviced area of affirmative action requirements.

2.2. **Impact and Applicability.** The following are man-hours and manpower requirements, in excess of core requirements:

	Base	Hours Per Month	Manpower
	Barksdale AFB	+43.00	+.27
	Griffiss AFB	+20.00	+.12
	Howard AB	+22.50	+.14
	Lackland AFB	+64.60	+.40
	Langley AFB	+43.39	+.27

Luke AFB	+43.39	+27
Nellis AFB	+43.49	+27
Offutt AFB	+70.00	+44
Randolph AFB	+20.00	+12
Scott AFB	+19.28	+12
Sheppard AFB	+24.00	+15
Tyndall AFB	+33.75	+21

3. Title. Positive Mission Variance for U.S. Magistrate Court Program.

3.1. **Definition.** The only means of prosecuting crimes committed by civilians on bases with exclusive federal jurisdiction is via the federal courts. The U.S. Attorney will prosecute only the most serious crimes while the majority of civilian crimes committed on bases do not rise to the level of seriousness the U.S. Attorney requires. As installation commanders still desire prosecution of such crimes as shoplifting, DUI, and assault, prosecution must be pursued in federal magistrates' court by the base Staff Judge Advocate.

3.2. **Impact and Applicability.** The following are man-hours and manpower requirements, in excess of core requirements:

Base	Hours Per Month	Manpower
Andrews AFB	+67.49	+42
Barksdale AFB	+60.00	+37
Beale AFB	+16.00	+10
Bolling AFB	+145.00	+90
Brooks AFB	+22.00	+14
Cannon AFB	+22.50	+14
Dover AFB	+30.53	+19
Edwards AFB	+240.00	+149
Eielson AFB	+80.35	+50
Elmendorf AFB	+86.78	+54
F. E. Warren AFB	+35.00	+22
Grand Forks AFB	+25.00	+16
Griffiss AFB	+20.00	+12
Hanscom AFB	+40.00	+25
Hickam AFB	+110.88	+69
Hill AFB	+144.60	+90
Holloman AFB	+61.07	+38
Keesler AFB	+81.40	+51
Kirtland AFB	+27.32	+17
Lackland AFB	+110.32	+69
Langley AFB	+130.17	+81
Laughlin AFB	+20.00	+12
Los Angeles AFB	+41.66	+26
MacDill AFB	+43.39	+27
Malmstrom AFB	+30.00	+19
March AFB	+40.00	+25
McChord AFB	+165.52	+103
McClellan AFB	+80.00	+50
McConnell AFB	+48.00	+30
McGuire AFB	+205.70	+128

Mt Home AFB	+60.00	+37
Nellis AFB	+123.74	+77
Offutt AFB	+35.00	+22
Patrick AFB	+48.00	+30
Randolph AFB	+34.33	+21
Reese AFB	+18.33	+11
Robins AFB	+80.00	+50
Scott AFB	+19.28	+12
Shaw AFB	+25.71	+16
Sheppard AFB	+44.08	+27
Tinker AFB	+61.66	+38
Travis AFB	+43.39	+27
Tyndall AFB	+65.89	+41
Vandenberg AFB	+61.07	+38
Whiteman AFB	+22.00	+14
Wright-Patterson AFB	+165.00	+1.03

4. Title. Positive Mission Variance for Host Nation Laws and Authorities.

4.1. **Definition.** As a direct result of being located in an overseas location, base legal offices must be involved in the following activities:

4.1.1. **Foreign criminal jurisdiction activities:** responding to, reporting and monitoring off-base serious incidents involving U.S. personnel; monitoring host-nation criminal proceedings involving U.S. personnel; arrangement for civilian defense counsel and counsel fees, trial observers and prison visits; service of criminal documents from host nation authorities; and liaison with local prosecutorial and judicial authorities.

4.1.2. **Foreign civil jurisdiction activities:** monitoring of foreign civil litigation affecting U.S. personnel or U.S. interests; arranging for and working with host nation legal counsel to represent U.S. interests; and service of civil documents from host nation authorities.

4.1.3. **Foreign taxation:** monitoring of host nation tax laws and their impact on U.S. forces' activities, to include negotiation with host nation tax authorities concerning the application of these laws (e.g., Wives' Club Bazaars).

4.1.4. **International agreements:** drafting, interpreting and monitoring compliance with international agreements and memorandums of understanding; treaty compliance; status of forces agreements; and supplemental agreements issues.

4.1.5. **Claims:** handling single service claims responsibilities in certain countries for claims involving all U.S. forces; processing international agreement and Foreign Claims Act claims; investigating and adjudicating theft and vandalism claims occurring off base that are payable in overseas areas only; asserting and collecting hospital recovery claims from entities not covered by the Federal Medical Care Recovery Act; and handling more complicated direct procurement method shipment claims with foreign carriers.

4.1.6. **Labor relations:** providing advice on actions involving local national employees of the U.S. Government and local national labor organizations.

4.1.7. **International law advice:** monitoring and advising command and personnel assigned overseas on the international law implications of base or personnel activities, including customs, ration control, and local laws.

4.1.8. **Contracting:** reviewing and monitoring contract activity accomplished via non-traditional contracting processes.

4.1.9. **Other liaison duties required in the host nation.**

4.2. **Impact and Applicability.** The following are man-hours and manpower requirements, in excess of core requirements:

Base	Hours Per Month	Manpower
Aviano AB	+393.50	+2.45
Bitburg AB	+239.40	+1.49
Howard AB	+102.85	+0.64
Incirlik AB	+253.00	+1.57
Kadena AB	+416.21	+2.59
Kunsan AB	+150.62	+0.94
Lajes AB	+159.00	+0.99
Misawa AB	+101.24	+0.63
Osan AB	+140.96	+0.88
RAF Alconbury	+200.00	+1.24
RAF Lakenheath	+219.30	+1.36
RAF Mildenhall	+99.00	+0.62
Ramstein AB	+691.50	+4.30
Rhein Main AB	+241.00	+1.50
Sembach AB	+136.40	+0.84
Soesterberg AB	+262.00	+1.63
Spangdahlem AB	+196.60	+1.22
Yokota AB	+167.13	+1.04

5. **Title.** Positive Mission Variance for Administration of Overseas Legal Office.

5.1. **Definition.** Overseas locations complicate and increase the provision of legal services to assigned U.S. personnel, as shown by these examples:

5.1.1. **Translation Requirements.** Transcending the spectrum of legal activities in the base office, regular translation capability is required in military justice (e.g., crime reports, witness statements, and testimony in hearings), claims (e.g., estimates and witness statements), civil law (e.g., contracts, labor agreements), and legal assistance (e.g., documents from host nation courts and government authorities). Also required is translation of host nation laws and regulations to allow familiarization, interpretation, and application.

5.1.2. **Increased Client Base.** DoD operations overseas include the civilian component accompanying the force (including Department of Defense Dependent Schools (DODDS) and U.S. contractor employees) who significantly add to the demand for legal services (claims and legal assistance).

5.1.3. **Notary Service.** At overseas locations, base legal offices are the sole source of notary services for U.S. military and civilian personnel.

5.2. **Impact and Applicability.** The following are man-hours and manpower requirements, in excess of core requirements:

Base	Hours Per Month	Manpower
Aviano AB	+88.00	+0.55
Bitburg AB	+118.05	+0.73
Howard AB	+43.39	+0.27

Incirlik AB	+166.00	+1.03
Kadena AB	+382.47	+2.38
Keflavik AB	+43.39	+.27
Kunsan AB	+121.65	+.76
Lajes AB	+82.00	+.51
Misawa AB	+166.70	+1.04
Osan AB	+83.03	+.52
RAF Alconbury	+74.00	+.46
RAF Lakenheath	+34.00	+.21
RAF Mildenhall	+28.00	+.17
Ramstein AB	+206.50	+1.29
Rhein Main AB	+76.00	+.47
Sembach AB	+65.50	+.40
Soesterberg AB	+302.54	+1.88
Spangdahlem AB	+71.00	+.44
Yokota AB	+321.40	+2.00

6. Title. Positive Mission Variance for Operations Law.

6.1. **Definition.** Operations law is that body of law that impacts issues associated with the planning for and deployment of U.S. forces overseas in both peacetime and combat environments. Proper training and informed legal advice to commands are essential to a unit's legal readiness and critical to success in a contingency area of operations. Operations law incorporates deployment-unique aspects of international law, criminal law, administrative law, acquisition law, and fiscal law and claims. Functions include the following areas:

6.1.1. International and U.S. legal principles of armed conflict, such as United Nations charter, treaties and customary international law, war powers, and national emergency legislation

6.1.2. Mobility and deployment planning (e.g., exercises, training, and population readiness)

6.1.3. Unified command structure and operations

6.1.4. Military justice during wartime

6.1.5. Rules of engagement (e.g., target selection and use of force)

6.1.6. Relations with media and International Red Cross

6.1.7. Unconventional military operations

6.1.8. Intelligence Oversight

6.1.9. Code of conduct issues

6.1.10. Military exercise and real-world contingency planning

6.1.11. Aerial intrusions and incidents

6.1.12. Operations law training for the deployed environment (e.g., military justice, claims, fiscal law, acquisition law, law of armed conflict, and international law)

6.1.13. Overflight rights

6.1.14. Weapons review

6.1.15. Political asylum, temporary refuge, and defectors

6.2. **Impact and Applicability.** The following are man-hours and manpower requirements, in excess of core requirements:

Base	Hours Per Month	Manpower
Aviano AB	+28.00	+17
Beale AFB	+20.00	+12
Eielson AFB	+28.93	+18
Incirlik AB	+28.00	+17
Kadena AB	+17.68	+11
Kunsan AB	+98.00	+61
Mt Home AFB	+20.00	+12
Osan AFB	+40.00	+25
RAF Alconbury	+66.00	+41
Ramstein AB	+117.00	+73
Rhein Main AB	+24.00	+15
Sembach AB	+28.62	+18
Soesterberg AB	+32.00	+20
Spangdahlem AB	+30.00	+19
Scott AFB	+19.28	+12
Yokota AB	+32.00	+20

7. **Title.** Positive Mission Variance for Exercise of General Courts-Martial Authority.

7.1. **Definition.** The Uniform Code of Military Justice, the Manual for Courts-Martial, and AFR 111-1, Military Justice Guide, levy significant requirements for the processing of general courts-martial over and above the typical wing legal office providing legal support to a wing commander having only special courts-martial authority. In addition to the workload to support the general courts-martial convening authority (GCMCA) for general courts-martial cases, additional decision-making authority is conferred on the GCMCA in other actions by virtue of GCMCA status (such as review of special courts-martial cases; Article 138, UCMJ, complaints; certain AFR 39-10 administrative discharge cases; AFR 35-67 line of duty determinations; and officer and enlisted resignations in lieu of trial by court-martial). Each of these actions requires considerable additional time for advising the commander and preparing documentation.

7.2. **Impact and Applicability.** The following are man-hours and manpower requirements, in excess of core requirements:

Base	Hours Per Month	Manpower
Air Force Academy	+93.21	+58
Bolling AFB	+321.40	+2.00
Brooks AFB	+24.43	+15
Edwards AFB	+50.47	+31
Eglin AFB	+114.95	+72
Hanscom AFB	+19.86	+12
Hickam AFB	+93.21	+58
Hill AFB	+58.05	+36

Kelly AFB	+19.94	+12
Lackland AFB	+236.00	+1.47
Lajes AB	+49.82	+31
Los Angeles AFB	+59.83	+37
McClellan AFB	+44.09	+27
Nellis AFB	+279.62	+1.74
Patrick AFB	+56.25	+35
Peterson AFB	+56.25	+35
Robins AFB	+42.09	+26
Tinker AFB	+76.74	+48
Vandenberg AFB	+56.25	+35
Wright-Patterson AFB	+76.89	+48

8. Title. Positive Environmental Variance for National Priority List and Equivalent Cleanup Bases.

8.1. Definition:

8.1.1. Air Force bases have been placed on the National Priority List (NPL) after undergoing an evaluation by the Environmental Protection Agency (EPA). Creation of the NPL is mandated in the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA or "Superfund"), Section 105 as applied to federal facilities under Section 120.

8.1.2. Air Force efforts to comply with the requirements of CERCLA are formally subjected to intense scrutiny by the EPA, state environmental agencies, local governments, public interest groups, and the public in general, unlike anything found at non-NPL Installation Restoration Program (IRP) sites. Extensive negotiations are required to eventually achieve an interagency agreement (a federal facility agreement (FFA)) which reduces to a legally binding document agreed-upon matters such as timetables, sampling regimes, alternative methods of cleanup, level of cleanup to be attained, site maintenance, and dispute resolution. All such matters are complicated by the often competing and sometime conflicting agendas of the players. NPL site processes also require public hearings and documentation of a kind and in detail not found at a non-NPL IRP site. Even after execution of the FFA, heightened scrutiny and negotiations continue. Further issues for resolution arise due to unanticipated developments, intervention of new (often political) players, disagreement over FFA terms, inadequate congressional or Air Force funding, or attempts to "reopen" the FFA.

8.2. Impact and Applicability. The following are man-hours and manpower requirements, in excess of core requirements:

Base	Hours Per Month	Manpower
Altus AFB	+69.10	+43
Andersen AFB	+48.21	+30
Andrews AFB	+19.28	+12
Beale AFB	+45.00	+28
Bolling AFB	+19.28	+12
Charleston AFB	+19.28	+12
Dover AFB	+109.28	+68
Dyess AFB	+61.00	+38
Edwards AFB	+140.00	+87
Eglin AFB	+50.00	+31
Eielson AFB	+53.03	+33
Ellsworth AFB	+40.00	+25
Elmendorf AFB	+53.03	+33

F. E. Warren AFB	+40.00	+.25
Fairchild AFB	+40.00	+.25
Griffiss AFB	+40.00	+.25
Hill AFB	+150.00	+.93
Kirtland AFB	+50.00	+.31
Little Rock AFB	+51.42	+.32
Luke AFB	+54.64	+.34
March AFB	+159.00	+.99
McClellan AFB	+250.00	+1.56
McChord AFB	+22.50	+.14
Mt Home AFB	+50.00	+.31
Nellis AFB	+223.37	+1.39
Offutt AFB	+40.00	+.25
Patrick AFB	+64.00	+.40
Plattsburgh AFB	+88.00	+.55
Randolph AFB	+16.00	+.10
Robins AFB	+200.00	+1.24
Shaw AFB	+22.50	+.14
Tinker AFB	+200.00	+1.24
Travis AFB	+45.00	+.28
Tyndall AFB	+17.68	+.11
Vandenberg AFB	+160.00	+1.00
Wright-Patterson AFB	+150.00	+.93

9. Title. Negative Environmental Variance for Foreign Jurisdiction.

9.1. Definition:

9.1.1. Emphasis on environmental law is rapidly expanding in foreign jurisdictions reflecting the growing emphasis on environmental matters in foreign countries. The Department of Defense recently issued DoD Directive 6050.16 (20 Sep 91), DoD Policy for Establishing and Implementing Environmental Standards at Overseas Installations. This directive mandates, among other things, the establishment of an "Environmental Baseline Guidance Document" to identify specific environmental compliance standards for our bases in foreign jurisdictions. In general, such standards are derived from general U.S. environmental standards unless in conflict with host country law or international agreement or a host country standard is more protective.

9.1.2. While bases in foreign jurisdictions experience most of the same environmental problems as other bases, the legal demands of such problems do not justify the same Staff Judge Advocate manning as at bases in the U.S. and its territories.

9.2. Impact and Applicability. The following are man-hours and manpower requirements to be excluded from the core requirements:

Base	Hours Per Month	Manpower
Aviano AB	-97.00	-.60
Bitburg AB	-97.00	-.60
Incirlik AB	-97.00	-.60
Lajes AB	-70.71	-.44
Kadena AB	-133.28	-.83
Kunsan AB	-181.51	-1.13

Misawa AB	-133.28	-.83
Osan AB	-181.51	-1.13
RAF Alconbury	-97.00	-.60
RAF Lakenheath	-97.00	-.60
RAF Mildenhall	-97.00	-.60
Ramstein AB	-97.00	-.60
Rhein Main AB	-97.00	-.60
Sembach AB	-97.00	-.60
Soesterberg AB	-97.00	-.60
Spangdahlem AB	97.00	-.60
Yokota AB	-133.28	-.83

10. Title. Negative Mission Variance for Air Education and Training Command (AETC) Undergraduate Pilot Training (UPT) Base.

10.1. Definition:

10.1.1. UPT bases have a much higher proportion of officers to enlisted personnel than typical operational wings because of the UPT wing mission. Officer-to-enlisted ratios at typical objective wing bases average about 1:7.0. UPT-mission bases, however, are demographically different and average 1:1.3. Randolph, with a UPT as well as other missions, has a larger proportion of enlisted personnel at 1:2.5. At the four "pure" UPT bases with relatively small populations to begin with, this low percentage of enlisted personnel negatively impacts the workload on certain core processes relating to discipline and to a lesser extent legal assistance. Specifically, although all core processes must still be performed, the workload of processes 1, 2, 3, 5, 6, 12, 13, 19, 20, 23, 31, 33, 62, 67, 70, and 71 is decreased.

10.1.2. UPT bases (other than Randolph AFB) also contract out certain functions normally performed by the Air Force, resulting in a lower number of federal civilian employees (replaced by contractor employees). Besides impacting the proportion of officers to enlisted (and the resulting workload mentioned above), this difference also negatively impacts the workload on certain core processes relating to labor law and labor relations (specifically, processes 7, 28, 36, 40, 55, 56, 64, and 65).

10.2. Impact and Applicability. Major changes in the officer-to-enlisted ratio, the total population served, or the extent of services contracted out could change the applicability and amount of this variance. The following are man-hours and manpower requirements that account for differences from core requirements:

Base	Hours Per Month	Manpower
Columbus AFB	-964.20	-6.00
Laughlin AFB	-1124.90	-7.00
Randolph AFB	-964.20	-6.00
Reese AFB	-1124.90	-7.00
Vance AFB	-964.20	-6.00

11. Title. Negative Mission Variance for Andrews Air Force Base.

11.1. Definition. At the present time, legal support for contracting functions at Andrews AFB is provided by the Air Force District of Washington. This workload is captured by Variance 13, Positive Mission Variance for Air Force District of Washington (AFDW), and this variance appropriately adjusts the priceout for Andrews AFB.

11.2. Impact and Applicability. The following are man-hours and manpower requirements that account for differences from core requirements:

Base	Hours Per Month	Manpower
Andrews AFB	-194.64	-1.21

12. Title. Positive and Negative Mission Variance for Air Force Material Command (AFMC) Differences.

12.1. Definition. AFMC bases have significantly different demographic characteristics and missions from objective wing bases. The officer-to-enlisted and civilian-to-military ratios are generally much higher than typical operational wings because of the AFMC mission. Officer-to-enlisted ratios at typical objective wing bases average about 1:7.0, while AFMC bases range from 1:1 at Brooks AFB to 2:1 at Los Angeles AFB. Also, the civilian-to-military ratios range from 2:1 at Hanscom AFB to over 4:1 at Robins AFB. In addition, the career fields assigned to AFMC bases differ significantly from operational flying wings. The mission of AFMC bases includes development of major weapons systems and products, procurement of spares and logistics support, operation of depot maintenance activities, and testing. A significant part of the workload at these bases is related to acquisition. While all core processes are performed, the different demographics and mission of each AFMC base dictate different impacts on the workload associated with each process.

12.2. Additional processes were identified as being performed at AFMC bases. The man-hours below are included in the total man-hours in subparagraph 12.3. Do not include these hours in your application computations. The additional processes are as follows:

12.2.1 Statement of Work for Environmental Projects. Due to the nature and complexity of the industrial processes, materials, wastes, air emission sources, wastewater and point source discharges; environmental issues frequently require innovative and unique clauses which are drafted to specifically account for the varied requirements of environmental laws. Some of these requirements are, for example: waste minimization, ozone depleting chemicals, permit requirements, laboratory analysis, waste disposal, environmental mitigation, indemnification and insurance, and meeting environmental standards and statutory standards under environmental laws. The man-hours associated with this additional process are as follows:

Base	Hours Per Month
Hill AFB	+37.50
Kelly AFB	+37.50
McClellan AFB	+37.50
Robins AFB	+37.50
Tinker AFB	+37.50

12.2.2. Intellectual Property. Provides legal research, advice and legal opinions on patent, technical data rights and intellectual property issues. Reviews relevant agency records; performs legal reviews; performs necessary legal research; discusses alternatives with contracting officers and buying activities; processes patent reports on DD Form 882, Report of Inventions and Subcontracts; provides advice to contracting officer on what documents must be obtained from the contractor to protect government patent and license rights. The man-hours associated with this additional process are as follows:

Base	Hours Per Month
Brooks AFB	+278.60
Edwards AFB	+16.66
Eglin AFB	+116.10
Hanscom AFB	+200.00
Kirtland AFB	+140.00
Los Angeles AFB	+290.00

12.2.3. **Source Selection Authority for Depot Maintenance Competitions.** Provides seller's counsel, buyer's counsel, and Source Selection Authority counsel for public and/or private competitions for depot maintenance workload. The man-hours associated with this additional process are as follows:

Base	Hours Per Month
Hill AFB	+170.00
Kelly AFB	+170.00
McClellan AFB	+170.00
Robins AFB	+170.00

12.2.4. **Foreign Military Sales.** Provides legal services for Foreign Military Sales activities. The man-hours associated with this additional process are as follows:

Base	Hours Per Month
Hanscom AFB	+322.00
Tinker AFB	+320.00

12.2.5 **Technology Transfer.** Provides advice on cooperative agreements, cooperative research, and development agreements (CRDAs) and technology transfer issues; reviews relevant agency records; performs legal reviews; performs necessary legal research; discusses alternatives with research activities; prepares opinions or advice; attends negotiation sessions; reviews draft and final agreements. The man-hours associated with this additional process are as follows:

Base	Hours Per Month
Hanscom AFB	+45.49
Kelly AFB	+18.74
Kirtland AFB	+52.50
Tinker AFB	+18.74

12.3. **Impact and Applicability.** In summary, the following are man-hours and manpower requirements that account for differences from core requirements. NOTE: The following hours contain the processes identified in subparagraph 12.2 above.

Base	Hours Per Month	Manpower
Arnold AFB	-706.84	-4.40
Brooks AFB	+416.65	+2.59
Edwards AFB	-880.56	-5.48
Eglin AFB	-526.11	-3.27
Hanscom AFB	+2679.68	+16.68
Hill AFB	-1601.92	-9.97
Kelly AFB	-2395.48	-14.91
Kirtland AFB	+159.39	+9.99
Los Angeles AFB	+2453.14	+15.27
McClellan AFB	-1084.95	-6.75
Robins AFB	-1868.45	-11.63
Tinker AFB	-2493.64	-15.52
Wright-Patterson AFB	-5450.81	-33.92

13. Title. Positive Mission Variance for Air Force District of Washington (AFDW) Differences.

13.1 Definition. The Air Force District of Washington is responsible for the support of Air Force activities in the National Capitol Region (NCR) and supports some 160 Field Operating Agencies (e.g., Legal Services Agency, Air Force Audit Agency), Direct Reporting Units (e.g., USAF Band and USAF Honor Guard), and Air Force personnel in joint commands and government agencies (e.g., Defense Finance and Accounting Service, Defense Logistics Agency, On-Site Inspection Agency, and Defense Intelligence Agency) with world-wide locations and responsibilities. AFDW supports a wide variety of tenant and geographically separated units, ranging from the Air Staff, Armed Forces' Retirement Home, and Air Force Attaches worldwide and legal support for contracting functions at Andrews AFB. AFDW has a significantly different demographic character and mission from objective wing bases. In addition, the career fields assigned to AFDW differ significantly from operational flying wings. The population supported in the Air Staff and other National Capitol Region agencies is far greater than the actual population of Bolling AFB and dictates a significant positive variance. While all core processes are performed, the different demographics and mission dictate different impacts on the workload associated with each process.

13.2 Impact and Applicability. The following are man-hours and manpower requirements that account for differences from core requirements:

Base	Hours Per Month	Manpower
Bolling AFB	+1775.65	+11.05

14. Title. Negative Mission Variance for United States Air Force Academy (USAFA) Differences.

14.1. Definition. The United States Air Force Academy (USAFA) has significantly different demographic characteristics and a very significant mission from objective wing bases. The officer-to-enlisted ratio and civilian-to-military ratio are unlike that of an objective wing base. The higher ratio of officer personnel impacts the workload on certain core processes relating to discipline. While all core processes are performed, the different demographics and mission dictate different impacts on the workload associated with each process.

14.2. Additional processes were identified as being performed at USAFA:

14.2.1. Cadet Adverse Actions. Provides advice and guidance to Cadet Wing commanders from Commandant to Air Officer Commanding on proper disposition of cadet honor and misconduct cases. Provides legal advice to cadet personnel to ensure proper representation before various disciplinary boards and review committees. Provides court reporter assistance at disciplinary boards. Conducts legal reviews and production of verbatim transcripts to the Air Force Academy Superintendent, Air Force Academy Board, and Secretary of the Air Force. (+241.05 man-hours per month)

14.2.2. USAFA Cooperative Research and Development Agreement Administration. Provide advice on cooperative agreements, cooperative research and development agreements (CRDAs) and technology transfer issues; review relevant agency records; perform legal reviews; perform necessary legal research; discuss alternatives with research activities; prepare opinions or advice; attend negotiation sessions; and review draft and final agreements. (+20.75 man-hours per month)

14.3. Impact and Applicability. In summary, the following are man-hours and manpower requirements that account for differences from core requirements. NOTE: The following hours contain the processes identified in subparagraph 14.2. above.

Base	Hours Per Month	Manpower
Air Force Academy	-70.18	-.44

15. Title. Positive and Negative Mission Variance for Air Education and Training Command (AETC) Non-UPT and Air University (AU) Base Differences.

15.1. Definition. The AETC and AU Training Centers have significantly different demographic characteristics and missions from objective wing bases. The officer-to-enlisted ratio and civilian-to-military ratio are unlike that of an objective wing base. The population supported includes a significant number of pipeline and permanent party students, which is not counted in workload factor. While all core processes are performed, the different demographics and mission dictate different impacts on the workload associated with each process.

15.2. Impact and Applicability. The following are man-hours and manpower requirements that account for differences from core requirements:

Base	Hours Per Month	Manpower
Keesler AFB	+275.11	+1.71
Lackland AFB	+1244.24	+7.74
Maxwell AFB	-838.07	-5.22
Sheppard AFB	+888.28	+5.53

16. Title. Positive and Negative Mission Variance for Air Force Space Command (AFSPACECOM) Differences.

16.1. Definition. Air Force Space Command bases have significantly different demographic characteristics and missions from objective wing bases. The officer-to-enlisted ratio and civilian-to-military ratio are generally much higher than typical operational wings because of the command mission. In addition, the career fields assigned to AFSPACECOM bases differ significantly from operational flying wings. The mission of AFSPACECOM bases includes satellite operations, space surveillance, missile warning, launch activities, including commercial space launch, and development of space systems and products. International law and acquisition issues arise as a result of the worldwide missions and locations of the command. While all core processes are performed, the different demographics and mission of each AFSPACECOM bases dictate different impacts on the workload associated with each process.

16.2. An additional process was also identified as being performed at AFSPACECOM bases. Commercial space activity occurs at both the Vandenberg AFB and Patrick AFB launch facilities. This area of activity generates additional contract activity. The man-hours below are included in the total man-hours in subparagraph 16.3. Do not include these hours in your application computations. The man-hours associated with this additional process are as follows:

Base	Hours Per Month
Patrick AFB	+225.00
Vandenberg AFB	+239.00

16.3. Impact and Applicability. In summary, the following are man-hours and manpower requirements that account for differences from core requirements. NOTE: The following hours contain the processes identified in subparagraph 16.2. above.

Base	Hours Per Month	Manpower
Falcon AFB	-1350.42	-8.40
Onizuka AFB	-886.94	-5.52

Patrick AFB	+225.00	+1.40
Peterson AFB	-156.43	-.97
Vandenberg AFB	+239.00	+1.49

★ **17. Title.** Positive Mission Variance for Support to AFMC Personnel.

17.1. **Definition.** WTC JA is responsible for the complete legal support of AFMC personnel (Det 3, AFFTC) located in Las Vegas.

17.2. **Impact and Applicability.** Following is the manpower requirement in excess of the core requirements:

Base	Hours Per Month
Nellis AFB	+2.00

NOTE: The manpower figures are based on a MAF of 160.7 man-hours per month.

PROCESS ANALYSIS SUMMARY
(CORE MEASUREMENT INFORMATION)

PRIORITY	PROCESS TITLE	CORE MAN-HOURS	FRACTIONAL MAN-HOURS	PERCENT OF TOTAL
1	GENERAL C/M	369.06	2.3	13.46
2	SPECIAL/SUMMARY C/M	152.81	0.95	5.57
3	ARTICLE 15	91.58	0.57	3.34
4	P-TYPE CLAIMS	294.76	1.83	10.75
5	BOARDS	41.94	0.26	1.53
6	ADMIN DISCHARGES	17.4	0.11	0.63
7	CIVILIAN EMPLOYEE MISCONDUCT	52.34	0.33	1.91
8	ADMIN LAW OPINIONS (1)	82.59	0.51	3.01
9	ENF ACTIONS FOR ENV. NOVS	15.51	0.1	0.57
10	LITIGATION SUPPORT	57.41	0.36	2.09
11	STANDARDS OF CONDUCT	13.38	0.08	0.49
12	ADVICE TO CC'S ON DISCIPLINE	96.29	0.6	3.51
13	URINALYSIS PROGRAM	16.28	0.1	0.59
14	REPRESENT AF IN ENV. PROC.	7.07	0.04	0.26
15	ENV. PERMITS	42.21	0.26	1.54
16	HAZ. WASTE ADVICE	67.54	0.42	2.46
17	TORT CLAIMS AGAINST GOVT	201.6	1.25	7.35
18	DISASTER RESPONSE	7.01	0.04	0.26
19	PRE-TRIAL CONFINEMENT	2.74	0.02	0.1
20	MISSION LEGAL ASST.	139.18	0.87	5.08
21	CLE/PROF. READING	120.29	0.75	4.39
22	AFR 110-14 AND SAFETY	30.1	0.19	1.1
23	CONGRESSIONAL/IG INQUIRIES	8.53	0.05	0.31
24	CIV. NON-EMPLOYEE MISCONDUCT	9.47	0.06	0.35
25	RECRUITING JAGS/PARALEGALS	19.82	0.12	0.72
26	PRO-GOVT CLAIMS	121.57	0.76	4.43
27	CONTR. DISPUTES/TERM.	16.79	0.1	0.61
28	SPEC. COUNSEL INVESTIGATIONS	1.04	0.01	0.04
29	ASBCA/GAO/GSBCA REP	24.38	0.15	0.89
30	PRE-CONTRACT ADVICE	54.39	0.34	1.98
31	REV SOURCES OF MJ INFO	39.45	0.25	1.44
32	TRNG OF SP/OSI	21.73	0.14	0.79
33	ADVERSE ADMIN ACTIONS	7.11	0.04	0.26
34	NOTARY/POA	25.05	0.16	0.91
35	LOAC TRAINING	1.04	0.01	0.04
36	CIV. EMP. ISSUES NOT MISC.	66.32	0.41	2.42
37	CIVIL LAW CONTINGENCIES	0.7	0	0.03
38	FOIA/PRIVACY ACT	8.37	0.05	0.31
39	COMMITTEE/WORKING GROUP (1)	9.24	0.06	0.33
40	BARG. UNIT MATTERS	11.9	0.07	0.43
41	EPC ADVICE	10.55	0.07	0.38
42	ECAMP	7.91	0.05	0.29
43	CONTRACTOR EMPLOYEE ISSUES	1.04	0.01	0.04
44	CLEAN AIR ACT	12.66	0.08	0.46

45	MONITOR ENV. RULEMAKING	31.66	0.2	1.15
46	INST. RESTORATION PRGM	25.37	0.16	0.93
47	NEPA	8.44	0.05	0.31
48	UTILITY RATE PROCEEDINGS	3.48	0.02	0.13
49	NATURAL RESOURCES	12.66	0.08	0.46
50	MISC. ENV. LAW DUTIES	9.94	0.06	0.36
51	ENV. 3RD PARTY SITE	2.14	0.01	0.08
52	PREVENTIVE LAW PROGRAM	16.68	0.1	0.61
53	INTERFACE W/CIV AGENCIES	4.16	0.03	0.15
54	ADMIN LAW OPINIONS (2)	21.41	0.13	0.78
55	SUBMISSIONS IN LABOR CASE	1.64	0.01	0.06
56	SUBMISSIONS IN OPM CLAIMS	4.62	0.03	0.17
57	QUAL. ASSUR. IN HOSPITAL	5.48	0.03	0.2
58	COORDINATION OF BENEFITS	9.72	0.06	0.35
59	COMMITTEE/WORKING GROUP (2)	4.47	0.03	0.16
60	CONTRACT RATIFICATION ACTIONS	5.8	0.04	0.21
61	PROC. REMEDIES PLANS	12.19	0.08	0.44
62	UCMJ (ART 137) BRIEFINGS	5.81	0.04	0.21
63	VICT/WITNESS PROGRAM	2.6	0.02	0.09
64	MISC. LABOR LAW/CIV. PERS	39.24	0.24	1.43
65	AFF. ACTION PLANS	1.04	0.01	0.04
66	NAF CONTRACTS	16.2	0.1	0.59
67	FINANCIAL RESPONSIBILITY	4.16	0.03	0.15
68	ADMIN LAW OPINIONS (3)	2.68	0.02	0.1
69	COMMITTEE/WORKING GROUPS (3)	4.47	0.03	0.16
70	OTHER LEGAL ASSISTANCE	69.59	0.43	2.55
71	TAX PROGRAM	18.28	0.11	0.68
	TOTAL	2742.08	17.06	100

NOTE: Core Man-hours Include Both Direct And Indirect Man-hours

PROCESS ANALYSIS SUMMARY
(CORE PLUS AND MINUS MEASUREMENT INFORMATION)

RNK	PROCESS	POPULATION							
		1000	2000	3000	4000	6000	8000	10000	12000
1	GENERAL C/M	263.62	316.37	369.06	421.78	526.17	632.68	738.12	843.56
2	SPECIAL/SUMMARY C/M	109.15	130.98	152.81	174.64	217.86	261.96	305.62	349.28
3	ARTICLE 15	65.41	78.5	91.58	104.66	130.57	156.99	183.16	209.33
4	P-TYPE CLAIMS	98.25	196.51	294.76	393.01	589.52	786.03	982.53	1179.04
5	BOARDS	41.94	41.94	41.94	55.42	83.97	110.84	139.39	167.94
6	ADMIN DISCHARGES	5.79	11.57	17.4	23.92	26.1	34.8	39.14	43.49
7	CIVILIAN EMP MISCONDUCT	52.34	52.34	52.34	52.34	52.34	52.34	52.34	65.43
8	ADMIN LAW OPINIONS (1)	66.09	74.34	82.59	90.94	99.09	107.34	115.59	123.84
9	ENF ACTIONS FOR ENV. NOVS	15.51	15.51	15.51	15.51	15.51	19.39	19.39	19.39
10	LITIGATION SUPPORT	57.41	57.41	57.41	57.41	81.27	93.75	122.05	122.05
11	STANDARDS OF CONDUCT	10.72	12.05	13.38	14.91	16.04	17.36	18.72	20.03
12	ADVICE TO CC'S ON DISCIPLN	86.66	91.48	96.29	101.1	110.73	115.55	115.55	115.55
13	URINALYSIS PROGRAM	16.28	16.28	16.28	16.28	16.28	16.28	16.28	16.28
14	REPRESENT AF IN ENV. PROC.	7.07	7.07	7.07	7.07	7.07	8.84	8.84	8.84
15	ENV. PERMITS	42.21	42.21	42.21	42.21	42.21	52.76	52.76	52.76
16	HAZ. WASTE ADVICE	67.54	67.54	67.54	67.54	67.54	84.43	84.43	84.43
17	TORT CLAIMS AGAINST GOVT	177.43	177.43	201.6	197	218	238	258	279
18	DISASTER RESPONSE	7.01	7.01	7.01	7.01	7.01	10	10	10
19	PRE-TRIAL CONFINEMENT	1.98	2.35	2.74	3.13	3.91	4.7	5.48	6.26
20	MISSION LEGAL ASST.	45.94	91.86	139.18	185.1	278.36	370.2	463.47	556.72
21	CLE/PROF. READING	93.56	106.92	120.29	133.6	160.38	209.94	240.57	276.76
22	AFR 110-14 AND SAFETY	30.1	30.1	30.1	30.1	30.1	30.1	30.1	30.1
23	CONGRESSIONAL/IG INQUIRIES	4.03	4.88	8.53	9.36	10.23	11.08	11.93	12.78
24	CIV. NON-EMPLOYEE MISCONDUCT	3.15	6.31	9.47	12.62	18.95	25.25	31.55	37.9
25	RECRUITING JAGS/PARALEGALS	19.82	19.82	19.82	19.82	19.82	19.82	19.82	19.82
26	PRO-GOVT CLAIMS	81.02	81.05	121.57	162.09	243.14	324.19	405.23	486.28
27	CONTR. DISPUTES/TERM.	16.79	16.79	16.79	16.79	20.99	25.19	33.58	33.58
28	SPEC. COUNSEL INVESTIGATIONS	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.3
29	ASBCA/GAO/GSBCA REP	24.38	24.38	24.38	24.38	30.48	36.57	48.76	48.76
30	PRE-CONTRACT ADVICE	54.39	54.39	54.39	54.39	67.99	81.59	108.78	108.78
31	REV SOURCES OF MJ INFO	34.94	37.19	39.45	41.7	46.21	50.72	55.23	59.74
32	TRNG OF SP/OSI	19.58	20.64	21.73	22.82	24.99	26.08	26.08	26.08
33	ADVERSE ADMIN ACTIONS	5.69	6.4	7.11	7.82	8.63	9.24	9.95	10.66
34	NOTARY/POA	12.53	12.53	25.05	39.66	50.1	79.33	99.31	110.2
35	LOAC TRAINING	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04
36	CIV. EMP. ISSUES NOT MISC.	66.32	66.32	66.32	66.32	66.32	66.32	66.32	82.7
37	CIVIL LAW CONTINGENCIES	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7
38	FOIA/PRIVACY ACT	6.71	7.54	8.37	9.2	10.03	10.86	11.69	12.52
39	COMMITTEE/WORKING GROUP (1)	9.24	9.24	9.24	9.24	9.24	9.24	9.24	9.24
40	BARG. UNIT MATTERS	11.9	11.9	11.9	11.9	11.9	11.9	11.9	14.93
41	EPC ADVICE	10.55	10.55	10.55	10.55	10.55	13.19	13.19	13.19
42	ECAMP	7.91	7.91	7.91	7.91	7.91	9.89	9.89	9.89

43	CONTRACTOR EMPLOYEE ISSUES	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.3
44	CLEAN AIR ACT	12.66	12.66	12.66	12.66	12.66	15.83	15.83	15.83
45	MONITOR ENV. RULEMAKING	31.66	31.66	31.66	31.66	31.66	39.58	39.58	39.58
46	INST. RESTORATION PRGM	25.37	25.37	25.37	25.37	25.37	31.71	31.71	31.71
47	NEPA	8.44	8.44	8.44	8.44	8.44	10.55	10.55	10.55
48	UTILITY RATE PROCEEDINGS	3.48	3.48	3.48	3.48	3.48	4.35	4.35	4.35
49	NATURAL RESOURCES	12.66	12.66	12.66	12.66	12.66	15.83	15.83	15.83
50	MISC. ENV. LAW DUTIES	9.94	9.94	9.94	9.94	9.94	12.43	12.43	12.43
51	ENV. 3RD PARTY SITE	2.14	2.14	2.14	2.14	2.14	2.68	2.68	2.68
52	PREVENTIVE LAW PROGRAM	16.68	16.68	16.68	16.68	16.68	16.68	16.68	16.68
53	INTERFACE W/CIV AGENCIES	4.16	4.16	4.16	4.16	4.16	4.16	4.16	4.16
54	ADMIN LAW OPINIONS (2)	17.13	19.27	21.41	23.55	25.19	27.83	29.97	32.11
55	SUBMISSIONS IN LABOR CASES	1.64	1.64	1.64	1.64	1.64	1.64	1.64	2.03
56	SUBMISSIONS IN OPM CLAIMS	4.62	4.62	4.62	4.62	4.62	4.62	4.62	5.78
57	QUAL. ASSUR. IN HOSPITAL	5.48	5.48	5.48	5.48	5.48	13	13	13
58	COORDINATION OF BENEFITS	3.24	6.48	9.72	10.81	13.03	13.03	13.03	13.03
59	COMMITTEE/WORKING GROUP (2)	4.47	4.47	4.47	4.47	4.47	4.47	4.47	4.47
60	CONTRACT RATIFICATION ACTION	5.8	5.8	5.8	5.8	7.25	8.7	11.6	11.6
61	PROC. REMEDIES PLANS	12.19	12.19	12.19	12.19	15.24	18.29	24.38	24.38
62	UCMJ (ART 137) BRIEFINGS	5.81	5.81	5.81	5.81	5.81	5.81	5.81	5.81
63	VICT/WITNESS PROGRAM	1.86	2.23	2.6	2.97	3.71	4.48	5.2	5.94
64	MISC. LABOR LAW/CIV. PERS	39.24	39.24	39.24	39.24	39.24	39.24	39.24	49.05
65	AFF. ACTION PLANS	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.3
66	NAF CONTRACTS	16.2	16.2	16.2	16.2	20.25	24.3	32.4	32.4
67	FINANCIAL RESPONSIBILITY	3.65	4.06	4.16	4.52	4.98	5.39	5.8	6.21
68	ADMIN LAW OPINIONS (3)	2.16	2.41	2.68	2.94	3.2	3.46	3.72	3.98
69	COMMITTEE/WORKING GROUP (3)	4.47	4.47	4.47	4.47	4.47	4.47	4.47	4.47
70	OTHER LEGAL ASSISTANCE	69.59	69.59	69.59	92.55	139.18	185.1	231.74	278.36
71	TAX PROGRAM	18.28	18.28	18.28	35.96	36.55	47.95	59.93	73.1
TOTAL		2098.84	2379.8	2742.0	3126.5	3903.8	4795.1	5623.6	6402.27
			9	8	3	8	6	4	
TOTAL/160.7		13.06	14.81	17.06	19.46	24.29	29.84	34.99	39.84

LEVEL - OF - SERVICE - SUMMARY

PRIORITY	PROCESS TITLE	WORK CENTER	LEVEL-OF-SERVICE
1	GENERAL COURTS-MARTIAL	MIL JUS	Process all known serious cases
2	SPECIAL AND SUMMARY COURTS-MARTIAL	MIL JUS	Process all other known cases as appropriate
3	ARTICLE 15 ACTIONS	MIL JUS	Process all cases warranting nonjudicial punishment
4	ADJUDICATE AND PAY PERSONNEL TYPE CLAIMS	CLAIMS	Eighty percent of personnel claims completed within 10 days
5	BOARDS	CIV LA	As required
6	ADMINISTRATIVE DISCHARGES	CIV LAW	Maximum processing time within standards of AFR 39-10
7	CIVILIAN EMPLOYEE MISCONDUCT	LAB LAW	Represent base in all third-party contacts related to civilian employee misconduct and any reduction in force appeals
8	ADMINISTRATIVE LAW OPINIONS (1 of 3)	CIV LAW	As required
9	ADVICE AND ASSISTANCE IN PREPARATION OF RESPONSE TO ENVIRONMENTAL ENFORCEMENT ACTIONS FOR ALLEGED VIOLATIONS OF ENVIRONMENTAL LAWS AND REGULATIONS	ENV LAW	Provides services as needed
10	POST COMPLAINT LITIGATION SUPPORT	JAG	As suits are filed against the United States

11	STANDARDS OF CONDUCT ADVICE AND MONITORING	CIV LAW	As required
12	ADVICE TO COMMANDERS	MIL JUS	As required - anywhere from daily to quarterly depending on category
13	URINALYSIS DRUG TESTING PROGRAM	MIL JUS	Oversees all urinalysis program aspects
14	REPRESENTATION OF INSTALLATIONS IN STATE AND LOCAL JURISDICTION ENVIRONMENTAL ADMINIS- TRATIVE PROCEEDINGS	ENV LAW	Provide services as needed
15	ADVISEMENT AND ASSIS- TANCE IN PERMIT APPLICATIONS	ENV LAW	Provides services as needed; inquires of base OPRs to determine if services needed
16	ADVISEMENT AND ASSIST- ANCE IN COMPLIANCE WITH FEDERAL, STATE, LOCAL JURISDICTION CONCERNING SOLID AND SOLID AND HAZARDOUS WASTE LAWS AND REGULATIONS	ENV LAW	Provides services as needed; inquires of base OPRs to determine if services needed
17	TORT CLAIMS AGAINST THE GOVERNMENT	CLAIMS	If adjudicated at base level, settled within six months. If clearly beyond base settlement authority, forward the claim to higher headquarters within ninety days
18	DISASTER RESPONSE TRAINING AND PARTICIPATION	CLAIMS	Accompany disaster response force whenever assembled
19	PRE-TRIAL CONFINEMENT	MIL JUS	As required

	HEARINGS		
20	MISSION LEGAL ASSISTANCE	CIV LAW	As required
21	PROFESSIONAL CONTINUING LEGAL EDUCATION	JAG	Maintain professional license and competence
22	LEGAL ADVICE IN ACCIDENTS AND SAFETY INVESTIGATIONS	CLAIMS	As required, provide legal support to the investigative boards and provide legal reviews
23	CONGRESSIONAL INQUIRIES AND INVESTIGATIONS	CIV LAW	As required
24	CIVILIAN MISCONDUCT	CIV LAW	As required
25	STAFF JUDGE ADVOCATE AND PARALEGAL RECRUITING	JAG	As interested officers and enlisted members present themselves to the Staff Judge Advocate and Law Office Manager
26	CLAIMS IN FAVOR OF THE GOVERNMENT	CLAIMS	Investigate, assert, and pursue all claims as appropriate; provide litigation support to the Department of Justice as necessary.
27	ADVISEMENT ON CONTRACTOR OR GOVERNMENT PROCUREMENT CLAIMS AND TERMINATION ACTIONS	CONTRACT	As required
28	SPECIAL COUNSEL INVESTIGATIONS	LAB LAW	Represent Air Force management in all complaints; assists

			in factual development and witness preparation in all cases interfaces with investigator; assists in preparation of advice to Secretary of the Air Force concerning response to Office of the Special Counsel
29	REPRESENTATION IN, OR SUPPORT FOR, GOVERNMENT ACCOUNTING OFFICE (GAO) BID PROTEST, GENERAL SERVICES BOARD OF CONTRACT APPEALS (GSBCA) PROTESTS, AND CONTRACTOR APPEALS BEFORE THE ARMED SERVICES BOARD OF CONTRACT APPEALS (ASBCA)	CONTRACT	As required
30	PRE- AND POST-AWARD CONTRACT ADVICE AND LEGAL REVIEWS	CONTRACT	As required
31	REVIEW OF SOURCES FOR POSSIBLE INFRACTIONS AND DISCIPLINARY ACTION	MIL JUS	Reviews all reported incidents
32	ADVISEMENT AND TRAINING OF LAW ENFORCEMENT AND INVESTIGATIVE AGENCIES	MIL JUS	As required
33	ADVERSE ADMINISTRATIVE ACTIONS	CIV LAW	As required
34	POWERS OF ATTORNEY AND NOTARY SERVICES	CIV LAW	As required
35	LAW OF ARMED CONFLICT (LOAC) TRAINING	MIL JUS	Specific training for specified career fields. General/refresher training for all others.

36	CIVILIAN EMPLOYEE ADMINISTRATIVE LITIGATION OTHER THAN MISCONDUCT	LAB LAW	Respond to any complaint by any employee; advise on initiation of management initiation of unfair labor practice and grievance procedures
37	CIVIL LAW CONTINGENCIES	CIV LAW	As required
38	FREEDOM OF INFORMATION ACT (FOIA) AND PRIVACY ACT ISSUES	CIV LAW	As required
39	COMMITTEES AND WORKING GROUPS (1 of 3)	CIV LAW	As required
40	BARGAINING UNIT MATTERS	LAB LAW	Two contracts every 3 years for appropriated and nonappropriated fund (NAF) units. NAF unit bargaining likely to increase as scope of bargaining, including pay, and entitlements, increases; as required for advice and negotiations; respond to all negotiability determinations; and respond to all election issues
41	ADVISEMENT AND ASSIST- ANCE OF BASE ENVIRON- MENTAL PROTECTION COMMITTEE (EPC)	ENV LAW	Provides services as needed
42	REVIEW OF PRELIMINARY FINDINGS OF ANNUAL AUDIT UNDER ENVIRONMENTAL COMPLIANCE ASSESSMENT AND MANAGEMENT PROGRAM (ECAMP)	ENV LAW	Provides services as needed; inquires of base OPRs to determine if services are needed.

43	CONTRACTOR EMPLOYEE ISSUES	LAB LAW	Advises on all cases of picketing; coordinates with all law enforcement officials and their responses; and reviews, advises, and represents on all wage variance issues.
44	ADVISEMENT AND ASSISTANCE IN IMPLEMENTATION OF CLEAN AIR ACT (CAA) REQUIREMENTS	ENV LAW	Provides services as needed; inquires of base OPRs to determine if services are needed.
45	DAILY REVIEW OF STATE AND LOCAL JURISDICTION ADMINISTRATIVE RULEMAKING, LEGISLATIVE AGENDA, AND LEGAL NOTICES	ENV LAW	Provides services as needed.
46	ADVISEMENT AND ASSISTANCE ON THE INSTALLATION RESTORATION PROGRAM	ENV LAW	Provides services as needed; inquires of base OPRs to determine if services are needed.
47	ADVISEMENT OF STAFF PLANNING FUNCTIONS ON REQUIREMENTS OF NATIONAL ENVIRONMENTAL POLICY ACT	ENV LAW	Provides services as needed; inquires of base OPRs to ensure compliance with National Environment Policy Act (NEPA).
48	ADVICE AND ASSISTANCE TO COMMANDS IN UTILITY PROCEEDINGS	ENV LAW	Provides services as needed; inquire of base OPRs to determine if services are needed.
49	ADVISEMENT AND ASSISTANCE ON NATURAL AND CULTURAL RESOURCES AND REAL PROPERTY ISSUES	ENV LAW	Provides services as needed; inquires of base OPRs to determine if services are

			needed.
50	MISCELLANEOUS ENVIRONMENTAL LAW DUTIES	ENV LAW	Provides services as needed; inquires of base OPRs to determine if services are needed.
51	THIRD-PARTY SITE PROGRAMS	ENV LAW	Provides services as needed.
52	PREVENTIVE LAW PROGRAM	CIV LAW	As required.
53	INTERACTION WITH CIVILIAN AGENCIES	CIV LAW	As required.
54	ADMINISTRATIVE LAW OPINIONS (2 of 3)	CIV LAW	As required.
55	REVIEW OF SUBMISSIONS IN DEPARTMENT OF LABOR CASES, INCLUDING CONTIN- UATION OF PAY, WORKERS COMPENSATION, AND DISABILITY	LAB LAW	Responds to all requests for review; assists in preparation of submissions; and proactive involvement to avoid abuse of system.
56	REVIEW OF SUBMISSIONS IN OFFICE OF PERSONNEL MANAGEMENT CLAIMS	LAB LAW	Review all overtime claims and classification appeals.
57	QUALITY ASSURANCE FOR HOSPITAL FUNCTIONS	CLAIMS	As required, act as Legal Advisor and Recorder at Credential Review Boards. Participate as member of the Hospital Quality Assurance committee. Research and advise on legal questions as required.
58	COORDINATION OF	CLAIMS	Claims are pursued

	BENEFITS PROGRAMS		as they are referred.
59	COMMITTEES AND WORKING GROUPS (2 of 3)	CIV LAW	As required.
60	REVIEW OF CONTRACT RATIFICATION ACTIONS	CONTRACT	As required.
61	REVIEW OF INVESTIGATION AND ADVISE ON DEBARMENT AND SUSPENSION ACTIONS, PROCUREMENT FRAUD CIVIL REMEDIES, AND CRIMINAL PROSECUTION	CONTRACT	As required.
62	ARTICLE 137, UCMJ, TRAINING	MIL JUS	Conducts required briefings for all airmen.
63	VICTIM WITNESS ASSISTANCE PROGRAM	MIL JUS	In all cases, as required by law.
64	MISCELLANEOUS LABOR LAW AND CIVILIAN PERSONNEL ISSUES	LAB LAW	Responds to all requests for advice and counsel by supervisors, personnel staff, and civilian personnel appointing authority.
65	AFFIRMATIVE ACTION PLANS	LAB LAW	Advises pursuant to any request for advise and counsel.
66	REVIEW OF NONAPPROPRIATED FUND (NAF) CONTRACT ACTIONS	CONTRACT	As required.
67	FINANCIAL RESPONSIBILITY COUNSELING	CIV LAW	As required.
68	ADMINISTRATIVE LAW OPINIONS (3 of 3)	CIV LAW	As required.
69	COMMITTEES AND WORKING	CIV LAW	As required.

GROUPS (3 of 3)

70	OTHER LEGAL ASSISTANCE	CIV LAW	As required, providing legal services to military members and their dependents which directly contributes to the military mission and readiness to deploy.
71	INCOME TAX PROGRAM	CIV LAW	Training volunteers, ordering and stocking forms. Providing advice to unit advisors.

MANPOWER COMPUTATION WORKSHEET

Step 1 Base population = _____ (from manpower data system)

Step 2 Core = 2,742 man-hours

Step 3 Core Plus or Minus. Subtract 3000 from the population, then multiply by .3998. $(\text{POPULATION} - 3000) \times .3998$

Note: If population is less than 3000, the result will be negative.

Step 4	Variance No	Variance Title
	_____	_____
	_____	_____
	_____	_____
	_____	_____
	_____	_____

Note: Some variances may be negative.

Step 5 Sum the results of Steps 2, 3, and 4. _____

Step 6 Divide the man-hours from step 5 by the _____ appropriate man-hour availability factor(s) and overload factor. Then round using current rounding rules.

Step 7-9 Determine the breakdown of the total manpower requirement by Air Force Specialty Code (AFSC) and grade, using the standard manpower table at Attachment 2. FOR THE LOCATIONS LISTED AT PARAGRAPH 7.7. OF THIS AFMS, FOLLOW THE SPECIAL INSTRUCTIONS IN STEPS 7-9 OF PARAGRAPHS 7.7.- 7.9.

[illegible]